



National Institute of Corrections
Community Services Division



Administrative Guide

Offender Workforce
Development Specialist
Partnership Training
Program

Second Edition



**U.S. Department of Justice
National Institute of Corrections
320 First Street, NW
Washington, DC 20534**

Morris L. Thigpen
Director

Thomas J. Beauclair
Deputy Director

Francina C. Carter
Project Manager

National Institute of Corrections
www.nicic.gov

National Institute of Corrections
Community Services Division



Administrative Guide

Offender Workforce
Development Specialist
Partnership Training
Program

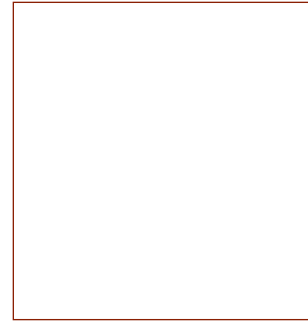
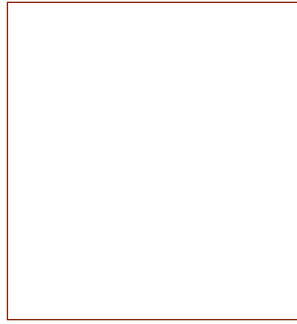
Second Edition



NIC Accession No. 024759
July 2011

Contents

Foreword	v
Overview	1
Introduction	3
Eligibility Requirements	7
OWDS Partnership Training Process	9
Announcements	13
Appendixes	
Appendix A: Participant Information	15
Appendix B: CCE Certification Requirements	17
Appendix C: Program Evaluation	21
Appendix D: Copyright Restrictions for OWDS Training Materials	23



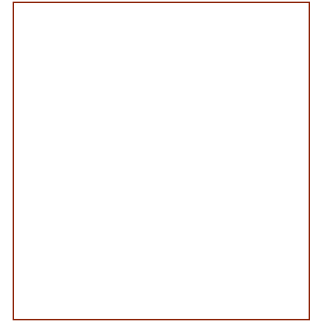
Foreword

There is compelling evidence that unemployment contributes to an increased rate of parole revocation, which is a major risk factor for recidivism. Individuals released from correctional facilities often find that the search for employment is hindered by barriers such as lack of educational credentials, limited work history, poor planning skills, and employers' prejudice toward hiring ex-offenders. Given the complexity of the challenges facing offenders seeking work, those who assist them in their search for employment must possess a comprehensive set of workforce development skills. Furthermore, these professional skills must be used in the context of a partnership involving criminal justice agencies and community-based organizations. No single agency can meet all the needs of offenders returning to their communities.

To promote these partnerships and the development of a professional workforce that is prepared to help offenders with career planning, job placement, job retention, and career advancement, the National Institute of Corrections has developed a variety of training products, programs, and services. Offender Workforce Development Specialist (OWDS) Partnership Training is our most comprehensive offering. Through this training, carefully selected multidisciplinary teams acquire a set of professional competencies that systematically address challenges faced by offenders in their search for employment. OWDS Partnership Training requires a considerable amount of time and effort, both in the classroom during instruction and outside the classroom in e-courses and field work.

Feedback from individuals who have participated in this training program indicates that it is well worth the investment. It has the potential to yield a great dividend: the successful transition of offenders into the American workforce as productive, law-abiding citizens. Ultimately, this initiative will assist the community and the offender by helping to provide safer streets and by preventing future costly incarcerations and wasted human potential.

Morris L. Thigpen
Director
National Institute of Corrections



Overview

Offender Workforce Development Specialist (OWDS) Partnership Training is fundamental to a comprehensive re-entry initiative that helps communities meet the workforce development needs of its offenders and pretrial defendants. This train-the-trainer program includes three essential elements. First, it promotes collaboration between criminal justice agencies and a broad array of governmental agencies and community organizations. Second, it provides multidisciplinary teams of trainees with a set of competency-based skills that meet the requirements of Global Career Development Facilitator (GCDF), an internationally recognized certification. Third, it requires trainee teams to build their jurisdiction's capacity to train others.

Purpose of This Guide

This administrative guide provides an overview of the training program, including its benefits and requirements. It provides the reader with

the information needed to make an informed decision about the application process for participating in the training program, including the criteria for selecting a qualified, multidisciplinary team of trainees.

Program Description

The objectives of the OWDS Partnership Training Program are to:

1. Provide participants with the knowledge and skills required to deliver effective workforce development services.
2. Promote collaborations that will result in increased positive offender employment outcomes.
3. Help participant teams develop a plan for delivering training in their communities.

The training described in this guide is provided upon formal application from a primary sponsoring agency. The primary sponsoring agency must assemble

a team of 30 participants from a variety of settings, including but not limited to federal, state, and local jails; prisons; correctional industries; probation and parole agencies; pretrial services; residential reentry centers; the U.S. Department of Labor's One-Stop Career Centers; veterans' services; faith-based and community organizations; and colleges and universities.

The National Institute of Corrections (NIC) provides OWDS Partnership Training through collaboration with the National Career Development Association (NCDA). Trainees receive intensive, competency-based instruction that includes approximately 160 hours of classroom training, e-courses, and field work. The classroom training is delivered in two sessions, with approximately 12 weeks between sessions to allow participants time to complete program requirements and attend to critical job responsibilities. Participants must complete field work and e-courses during the intervals between classroom instruction. These assignments include a variety of activities that are evaluated by an OWDS Instructor.

Because participants must invest a considerable amount of time in the program, the primary sponsoring agency is encouraged to carefully review this guide before submitting a Statement of Interest (form A—see page 10) and supplemental information to NCDA for consideration. Those who decide not to apply may want to explore other related training opportunities offered by NIC's Community Services Division (www.nicic.gov).

Costs

NIC will pay for training and materials. The participant and/or sponsoring agency are responsible for transportation, meals, and lodging, if required.



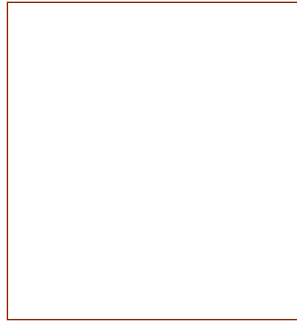
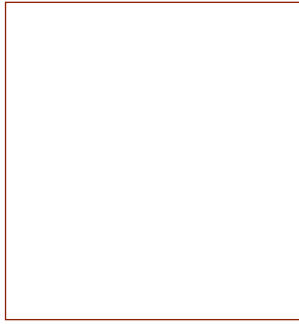
Additional Program Benefits

NCDA has endorsed the OWDS Partnership Training Program. Participants who complete the program meet all training requirements for GCDF certification from the Center for Credentialing and Education, Inc. (www.cce-global.org). All trainees are strongly encouraged to apply for certification. The OWDS Partnership Training Program can be applied toward Continuing Education Units and may qualify for undergraduate or graduate-level college credit. Individual participants are responsible for certification fees and/or tuition costs.

How To Apply

To obtain a Statement of Interest (form A), please visit NIC's website (www.nicic.gov) or NCDA's website (www.ncda.org), or call NCDA (see below). Mail the completed form to the following address:

National Career Development Association
305 North Beech Circle
Broken Arrow, OK 74012
866-FOR-NCDA (866-367-6232, toll free)
918-663-7060
dpennington@ncda.org



Introduction

The National Institute of Corrections (NIC), an agency within the U.S. Department of Justice, Federal Bureau of Prisons, was created in 1974 as a resource for practitioners in the corrections field and to provide leadership and assistance to the field. NIC is unique among federal agencies in providing direct service, rather than financial assistance, as the primary means of carrying out its mission. NIC programs respond directly to the needs identified by practitioners working in federal, state, and local adult corrections.

Community Services Division

The Community Services Division, formerly the Transition and Offender Workforce Development (TOWD) Division, was established by the Violent Crime Control and Law Enforcement Act of 1994. The primary purpose of this legislation was to develop and improve workforce development services (e.g., career planning, job training, job placement, job retention, and career

advancement services) for adults with criminal convictions. In 2011, TOWD merged with the Community Corrections Division. The products, programs, and services provided by the Community Services Division are applicable to pretrial defendants as well.

The Community Services Division offers a wide range of training curricula and other products that provide information on offender/defendant workforce development for criminal justice and other governmental agencies and faith-based and community organizations. Many of these products are available through NIC's website (www.nicic.gov) or by contacting the NIC Information Center at 800-877-1461 or asknicic@nicic.gov.

OWDS Partnership Training Program

The Offender Workforce Development Specialist (OWDS) Partnership Training Program provides participants with the skills needed to assist offenders with



Program Competencies

The OWDS Partnership Training Program addresses 12 essential competencies. These competencies meet the Center for Credentialing and Education, Inc., requirements for GCDF certification:

- **Career Theory.** Thorough knowledge of four career theories that may be used to assist offenders with job choice, career planning, and transition.

career planning, job placement, job retention, and career advancement. The program also works to establish partnerships where none may have existed before, thereby helping to create a seamless continuum of workforce development services at pretrial status or from the correctional system to the community. The training program satisfies the training requirements for Global Career Development Facilitator (GCDF) certification. The OWDS training requires a commitment of approximately 4 weeks over a period of approximately 4 months. Classroom instruction consists of two 40-hour sessions. The e-courses and field work require an additional 80 hours.

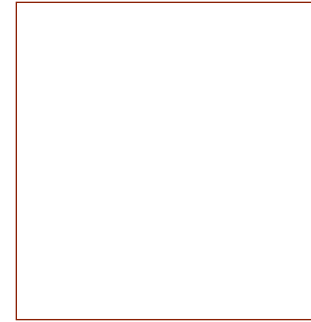
The classroom training sessions are scheduled approximately 12 weeks apart to minimize the disruption to participants' critical job responsibilities. During these intervals between classroom sessions, participants are required to complete e-courses along with field work and reading assignments. Therefore, a prospective trainee and his or her supervisor should discuss how best to balance workload requirements with the OWDS training requirements.

- **Facilitation Skills.** Communication skills—such as attending, listening, reflecting, encouraging, and questioning—that may be used to create an environment that efficiently and effectively assists offenders with job placement and career planning.
- **Diversity.** Knowledge of the identifiable differences between and among members of various groups that may affect an individual's career choices.
- **Assessment.** Knowledge of various assessment tools, techniques, and applications. Skills to administer and interpret self-help instruments for use with offenders.
- **Instruction and Group Facilitation.** Skills for providing group instruction and facilitation of activities and interactive exercises.
- **Barriers.** Knowledge of barriers encountered by offenders upon transition to the community and skills to identify ways to remove and/or minimize identified barriers.

-
- **Transition and Interventions.** Knowledge of and development of interventions, including the development of goals and action plans, that may be used with offenders as they transition to full- or part-time employment.
 - **Retention.** Knowledge of the importance of job retention as a primary factor in reduced recidivism, identification of interventions that have the potential to improve offender job retention, and the ability to teach these skills to offenders.
 - **Ethics.** Knowing and abiding by the GCDF code of ethics, including recognizing appropriate role boundaries related to training and scope of practice.
 - **Job Seeking and Employability.** Knowledge of access to labor market information, pre-employment preparation, job search skills,

and job retention strategies, and how to teach these skills to offenders.

- **Career Information and Technology.** Knowledge of and ability to locate occupational and educational information available in print and on the Internet and to apply this information to assist offenders with job placement and career planning.
- **Designing and Implementing Training and Workforce Development Services.** Knowledge of the basic principles of program planning and implementation—including evaluation, promotion, and public relations—and the skills to apply this knowledge to the development and delivery of broad-based programs for offender populations and the training of professionals in career facilitation skills.



Eligibility Requirements

Application Process

A Statement of Interest (form A) with supporting documentation must be submitted by a primary sponsoring agency to the National Career Development Association for review. The primary sponsoring agency must be a state or local public correctional agency. Jurisdictions will be selected to complete the application process for acceptance into the Offender Workforce Development Specialist Partnership Training Program.

The primary sponsoring agency assumes responsibility for submitting the training application.

Team Composition

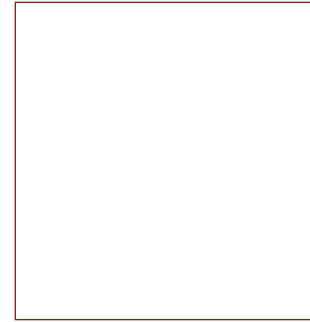
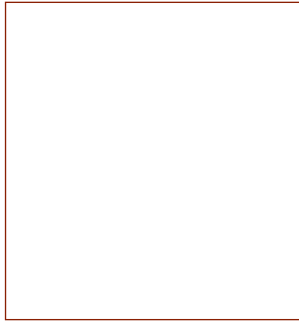
The exact composition of the team can be determined by the primary sponsoring agency. However, each team member must be employed by an organization within the primary sponsoring agency's jurisdiction that directly or indirectly provides one or more of the following: offender/defendant career

planning, job training, skills development, job placement, job retention, and career advancement services.

One of the most important criteria for acceptance into the program is the submission of a team application that represents multiple organizations, including but not limited to federal, state, and local jails; prisons; correctional industries; probation and parole agencies; pretrial services; residential reentry centers; the U.S. Department of Labor's One-Stop Career Centers; veterans' services; faith-based and community organizations; and colleges and universities.

Participant Qualifications

All participants must have the appropriate education and experience to qualify for certification as a Global Career Development Facilitator. Appendix B (CCE Certification Requirements) provides more information on the combination of education and experience required for certification.



OWDS Partnership Training Process

Steps

1. Primary sponsoring agency obtains a Statement of Interest (form A) from the National Institute of Corrections' (NIC's) website (www.nicic.gov) or the National Career Development Association's (NCDA's) website (www.ncda.org), or by calling 866-367-6232 (toll free) or 918-663-7060.
2. Primary sponsoring agency submits the Statement of Interest (form A) and supplemental information to NCDA.
3. NCDA reviews and acknowledges all Statements of Interest (form A) submitted.
4. NIC conducts an evaluation of a jurisdiction's readiness for training.
5. NCDA and NIC select jurisdictions eligible to apply for Offender Workforce Development Specialist (OWDS) Partnership Training.
6. NCDA provides application forms (forms B and C) to the primary sponsoring agency for submission.
7. NCDA and NIC review applications.
8. If a team is not selected for partnership, NCDA informs the primary sponsoring agency about technical assistance available through NIC to increase offender workforce development readiness for future OWDS Partnership Training.
9. If a team is selected, NCDA notifies the primary sponsoring agency of acceptance.
10. NCDA forwards acceptance letters to trainees scheduled for OWDS Partnership Training.
11. The jurisdiction's team completes OWDS Partnership Training.
12. OWDS graduates complete the Global Career Development Facilitator (GCDF) application process, including payment of application fee.

Information about training dates is available through the NIC website at www.nicic.gov.

Statement of Interest (Form A)

NIC solicits participation in the OWDS Partnership Training Program from state and local correctional agencies interested in partnering with other agencies providing workforce development services to offenders/defendants. Correctional agencies that would like to be considered as a primary sponsoring agency for this OWDS Partnership Training initiative must submit a Statement of Interest (form A) with supplemental information to NCDA.

Based on NCDA's review of the Statement of Interest and supplemental information, along with followup contacts by NIC, the correctional agency serving as the primary sponsoring agency may be asked to submit an OWDS Partnership Training application (forms B and C) to NCDA. If the primary sponsoring agency's application is accepted, the jurisdiction will have the opportunity to sponsor trainees during the next available OWDS Partnership Training series. Correctional agencies that are not selected to apply for an OWDS Training Partnership may request technical assistance from NIC to increase their likelihood of being selected for a future training series.

Team Application (Form B)

Applications for OWDS Partnership Training may be submitted only by a state or local public correctional agency. The agency's Chief Executive Officer (CEO) is responsible for the submission of all information requested for training consideration. All information must be submitted by the application deadline posted on NIC's website. The primary sponsoring agency determines the exact composition of the team. See Team Composition, page 7.

The primary sponsoring agency is responsible for coordinating pre- and posttraining activities with the CEOs of cosponsoring agencies. Pretraining activities include obtaining the documents needed for the application process and ensuring that all team members have sufficient time to engage in the classroom training, e-courses, and field work.

Individual Application (Form C)

Each team member must provide the primary sponsoring agency with an individual application that is signed by the CEO representing the primary or cosponsoring agency, as applicable. All individual applications must accompany the team application that the primary sponsoring agency submits to NCDA.

Individual applications should include the following supplemental information (two pages maximum):

- The applicant's current and/or proposed duties.
- The applicant's position within the primary or cosponsoring agency; this information may also be shown on the agency's organizational chart.
- The applicant's experience as a trainer or training the applicant has provided.
- The applicant's educational background, including academic degrees held and major fields of study.

The primary sponsoring agency and cosponsoring agencies should view participation in the OWDS Partnership Training Program as the first step in a long-term process that will result in the improvement of offender/defendant workforce development services. This experience has led some organizations to develop career resource centers and/or create a workforce culture in correctional facilities, formalize collaboration with other



- Encourage and support trainees' pursuit of GCDF certification through the Center for Credentialing and Education, Inc. (CCE).
- Support the trainee's application of skills, knowledge, and abilities as an OWDS.
- Participate in NIC's efforts to evaluate the impact of the OWDS Partnership Training Program (see appendix C, Program Evaluation).

Individual Applicants

agencies, and establish new job titles/descriptions in personnel classification systems.

Conditions for Acceptance

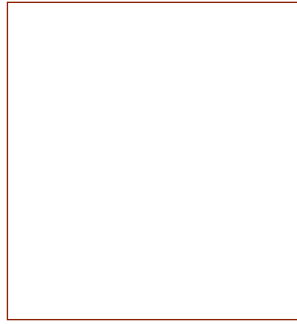
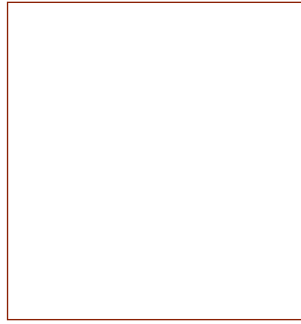
Primary and Cosponsoring Agencies

CEOs of primary and cosponsoring agencies must agree to the following:

- Fully support training participants' completion of all pre- and posttraining assignments, e-courses, field work, and evaluation instruments.
- Enforce the trainees' attendance in all scheduled training weeks (barring any unforeseen emergencies).

Individual applicants must agree to the following:

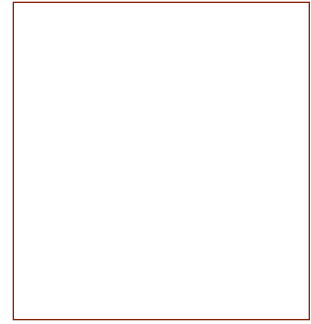
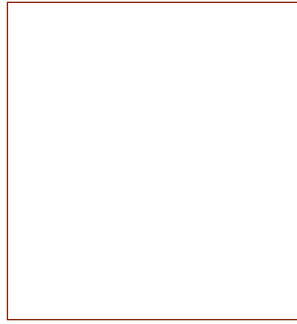
- Apply for GCDF certification from CCE.
- Fully participate in the training program and complete all pre- and posttraining assignments, e-courses, field work, and evaluation instruments.
- Attend all scheduled training sessions (barring any unforeseen emergencies).
- Obtain access to a computer with Internet and CD-ROM capability to complete field work and e-courses, as necessary.



Announcements

The Offender Workforce Development Specialist (OWDS) Partnership Training Program is announced each year on the National Institute of Corrections' (NIC's) website at www.nicic.gov. In addition, announcements will be included in NIC brochures, at conference workshops and training programs, and on the National Career Development Association's (NCDA's) website.

Note: A Statement of Interest (form A) for OWDS Partnership Training must either be downloaded from NIC's website (www.nicic.gov) or NCDA's website (www.ncda.org), or obtained by calling NCDA at 866-367-6232 (toll free) or 918-663-7060.



Appendix A: Participant Information

All participants are required to meet the combination of work experience and education required for Global Career Development Facilitator certification, to attend and actively participate in the classroom instruction, and to complete all e-courses and field work.

Training Costs

The National Institute of Corrections (NIC) will provide training and training materials at no cost to participants or their agencies. Participants or their agencies are responsible for transportation, meals, lodging (if required), and any additional costs incurred during training.

NIC Policies

Smoking is not permitted in the training facility. Smoking is permitted in designated smoking areas only. Participants may smoke during the breaks.

Business casual dress is appropriate for the classroom. Slacks, pantsuits, and comfortable shoes are acceptable; however, jeans, athletic apparel, cutoffs, shorts, beach attire, sandals, flip-flops, etc., are not permitted. Sports clothing with a casual appearance should be considered the minimum level of acceptable dress. Participants are advised to bring a sweater because of varying temperatures in the classrooms.

Attendance Requirements

To ensure successful completion of the training program, participants must attend the entire course of classroom training. If a participant has a medical emergency that causes him or her to miss more than a few hours of classroom instruction, the participant might not be able to continue the training program. Medical emergencies resulting in missed classroom participation will be handled on a case-by-case basis. NIC will decide whether a participant is permitted to continue the training program.

Course Requirements

The Offender Workforce Development Specialist Partnership Training Program is very demanding and requires a sustained effort over a period of approximately 4 months. It is critical for participants to negotiate with their supervisors for the time needed for classroom training, e-courses, and field work. An overall grade of 70 percent is required to successfully complete the training program.

Videotaped Presentation

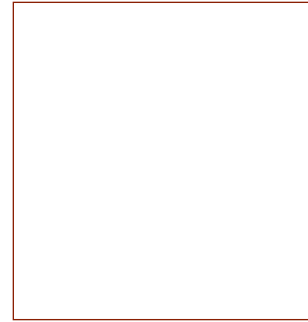
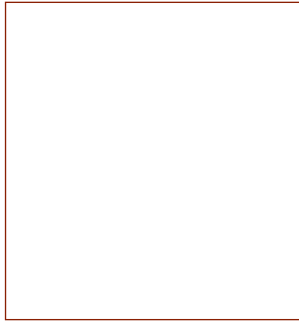
As part of the program, participants are required to prepare a videotaped interview of an offender/defendant. Preparation and videotaping of the interview will be done outside of the formal class time. Videotapes and documentation will be evaluated and graded by instructional staff.

Field Work

Participants are required to complete field work that will be evaluated and graded by instructional staff. Field work may include, but is not limited to, reading and writing assignments, structured offender/defendant interviews, visits to resource sites, completion of assessment instruments, and development of action plans. These assignments must be successfully completed to meet the course requirements.

Team Requirements

Each team will be responsible to develop an action plan for providing instruction to other service providers in their community. Each plan will be formally presented during the final week of classroom training. In addition, each team is required to submit a written plan to NIC.



Appendix B: CCE Certification Requirements

Each participant is strongly encouraged to apply for Global Career Development Facilitator (GCDF) certification through the Center for Credentialing and Education, Inc. (CCE). This certification is a prerequisite for Offender Workforce Development Specialist (OWDS) Instructor Training. A combination of education, training, and experience is required to obtain certification. The OWDS Partnership Training Program is designed to prepare individuals to meet the training requirements for this certification. Participants are responsible for obtaining and maintaining certification, including payment of required fees and documentation of Continuing Education Units. Information about certification is available from CCE and the National Career Development Association.

Education and Work Experience

All requirements for education and work experience are subject to CCE verification.

Graduate Degree and 1,400 Hours.

One year of professional experience is equivalent to approximately 1,400 hours. An individual with 1 year of experience in career counseling and a master's degree in a related field will meet the education and experience requirements for GCDF certification.

Bachelor's Degree and 2,800 Hours.

Two years of professional experience is equivalent to approximately 2,800 hours. An individual with 2 years of experience and a bachelor's degree in a related field will meet the education and experience requirements for GCDF certification.

Associate's Degree and 4,200 Hours.

Three years of professional experience is equivalent to approximately 4,200 hours. An individual with 3 years of experience and 2 years of college credit will meet the education and experience requirements for GCDF certification.

High School Diploma or General Equivalency Diploma and 5,600

Hours. Four years of professional experience is equivalent to approximately 5,600 hours. An individual without a

college education may become certified if he or she has approximately 4 years of eligible work experience. All eligible work experience must have been completed after high school graduation or after receiving a General Equivalency Diploma.

Training

In addition to the education and work experience requirements set forth by CCE, participants must study a curriculum (such as the OWDS Partnership Training Program) that contains the following characteristics:

- It addresses the competencies required for GCDF certification.
- It includes 120 contact hours of training by a CCE-approved provider.
- It is approved by CCE.

The OWDS Training Program that the National Institute of Corrections (NIC) offers exceeds the above requirements.

Consultation and Supervision

Applicants must agree to seek assistance from a licensed or credentialed professional, such as a career development training instructor or a master trainer, when they have questions or concerns about practicing outside the scope of their area of competency or training.

GCDF Certification: A Four-Step Process

The four steps in the certification process include completing the documentation, submitting the documentation, reviewing the documentation, and receiving certification.

1. **Completing the Documentation.** Applicants must complete the GCDF Certification Application and the Experience Form. A

copy of the form will be provided during training.

2. **Submitting the Documentation.** Applicants must submit the forms completed in Step 1, an official copy of their college transcript showing the number of hours (years) completed or degree earned, and their OWDS Training Program certification to verify that the required training has been completed successfully.

A full 5-year certification requires payment of a fee, which is subject to change at CCE's discretion. Participants are encouraged to contact CCE directly to verify the required payment before submitting the application packet. Once participants complete and sign all documents, they should send the application packet and payment to CCE.

3. **Documentation Review.** The CCE review and approval process normally takes 4 to 6 weeks. If additional information is needed, the participant will receive written notification.
4. **Certification.** Once the application is approved, the applicant will receive written notification of certification and the certificate will be sent to the applicant shortly thereafter.

Completed applications and payment should be sent to the following address:

Center for Credentialing and Education, Inc.
3 Terrace Way, Suite B
Greensboro, NC 27403
336-482-2856
Website: www.cce-global.org

Annual Update and Maintenance Fee

Annually, GCDFs must attest that they have sought consultation when they had concerns, questions, or doubts about whether they were

practicing outside their areas of competency or training. In addition, facilitators must annually review and attest that they have adhered to the GCDF Code of Ethics. These two requirements are part of the statement that is submitted along with the annual maintenance fee.

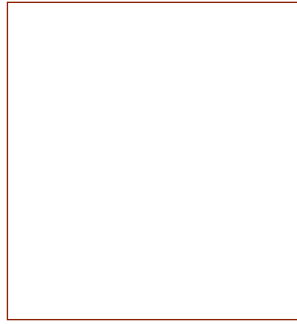
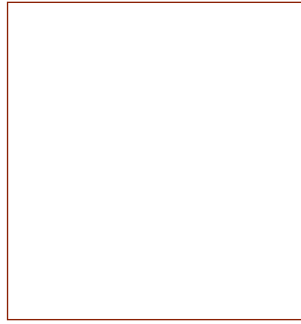
Depending on the original certification date, individuals will receive an invoice from CCE for the annual maintenance fee, which is subject to change. If a participant does not receive an invoice, he or she should notify CCE.

Recertification Process

To extend certification after the initial 5-year period, participants must complete 75 contact

hours of continuing education or training during the 5-year period in which the license was held. These 75 hours of training can be in the form of workshops, in-service training, conferences, or formal course work. The training received must relate directly to one of the competencies defined for a GCDF. However, individuals may submit a request to include up to 15 hours of education or training that is not related to the competencies as part of their 75 contact hours. CCE may require written proof that a participant has completed the continuing education or training.

NIC's Community Services Division may provide some of the training required for continued certification (e.g., conference workshops, distance learning, Academy-based training, and/or onsite training).



Appendix C: Program Evaluation

The National Institute of Corrections' Community Services Division has developed a process to measure the goals and objectives of the Offender Workforce Development Specialist (OWDS) Partnership Training Program. The OWDS evaluation process consists of two stages: (1) Program Evaluation, which assesses the participants, trainers, and curriculum, and (2) Outcome Measurement, which measures posttraining impact. Each stage includes three evaluation objectives that help guide the evaluation process, as outlined below.

Stage 1: Program Evaluation

- **Evaluation Objective 1: Gather Population Information.** Gathering population information enables the evaluator to compile demographic information such as participants' education level and primary work responsibilities. This information provides trainers and administrators with a profile of the training attendees.

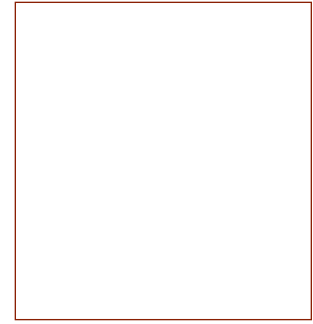
- **Evaluation Objective 2: Assess Participant Satisfaction.** This objective assesses participants' perceptions of the training. The information, which is gathered by Likert scaling (a 1–5 numeric rating), includes the degree to which training met participants' expectations, the relevance to their work, and their satisfaction with the facilitators.
- **Evaluation Objective 3: Measure Performance.** This objective measures participants' knowledge of the OWDS curriculum. Measurement at this level compares the scores of a pretest and posttest. The difference in the overall test scores and in each module within the tests indicates changes in performance.

Stage 2: Outcome Measurement

- **Evaluation Objective 1: Evaluate Use of Skills/Competencies.** This objective evaluates whether the skills learned during training were used on the job.

-
- **Evaluation Objective 2: Determine Impact on Service Delivery Systems.** On a macro level, a service delivery system is the agency/organization; on a micro level, a service delivery system is the trainers and their participants. Therefore, this evaluation objective explores the long-term impact on the agency, trainers, and participants.

- **Evaluation Objective 3: Measure Impact on the Offender.** Evaluation at this level measures the impact that the training of the practitioner has on the offender. This level is most suited for an independent study conducted by researchers in the field of social science or criminal justice.



Appendix D: Copyright Restrictions for OWDS Training Materials

Offender Workforce Development Specialist (OWDS) training materials are copyrighted by the National Career Development Association and therefore have copyright restrictions.

Note: Building Career Facilitation Skills Modules and other training resources that participants receive during OWDS training are not copyrighted and, therefore, may be used by participants and their agencies.

National Institute of Corrections Advisory Board

Norman A. Carlson

Chisago City, MN

Stanley Glanz

Sheriff

Tulsa County

Tulsa, OK

James B. Jacobs

Professor

New York University School of Law

Harley G. Lappin

Director

Federal Bureau of Prisons

U.S. Department of Justice

Washington, DC

Gary L. Raney

Sheriff

Ada County, ID

Laurie Robinson

Assistant Attorney General

Office of Justice Programs

U.S. Department of Justice

Washington, DC

Chief Judge William K. Sessions

U.S. Sentencing Commission

Washington, DC

Anne K. Seymour

Victim Advocate

Washington, DC

Susan Weld Shaffer

Director

District of Columbia Pretrial Services

Jeff Slowikowski

Acting Administrator

Office of Juvenile Justice and

Delinquency Prevention

U.S. Department of Justice

Washington, DC

Arthur M. Wallenstein

Director

Montgomery County (Maryland)

Department of Correction and Rehabilitation

Reginald A. Wilkinson, Ed.D.

Director

Ohio College Access Network

Columbus, OH

B. Diane Williams

President

The Safer Foundation

Chicago, IL

Max Williams

Director

Oregon Department of Corrections

U.S. Department of Justice
National Institute of Corrections

Washington, DC 20534

Official Business
Penalty for Private Use \$300

Address Service Requested

PRESORTED STANDARD
POSTAGE & FEES PAID
U.S. Department of Justice
Permit No. G-231

www.nicic.gov

National Institute of Corrections • 320 First Street, NW • Washington, DC 20534 • 800-995-6423