

Montana Department of Corrections

Site Visit Report

Description of Training Organization

The Montana Department of Corrections is comprised of the Director's Office and six divisions: Centralized Services, Montana Men's Prison, Montana Women's Prison, Community Corrections, Montana Corrections Enterprises and Juvenile Corrections.

The Director's Office includes the Correctional Practices Bureau, Investigations Unit, Emergency Response and Audits, Public Information and Victim Services.

Correctional Practices Bureau's Staff and Training Unit provides course/curriculum development and training, for a comprehensive staff development program. This program provides staff with appropriate training necessary to perform the duties and responsibilities of their position including supervised, documented and evaluated on-the-job training. The Training Unit is also responsible for the maintenance and retention of staff training and course curriculum records in partnership with the Montana Board of Crime Control, Peace Officers Standards and Training (POST) Council.

The Organizational Systems Development Unit is responsible for conducting systems mapping session, analyzing the resultant information and recommending organizational changes based upon those findings. The unit conducts strategic planning sessions throughout the agency, ensuring consistency with the Department Mission, Vision, Goals and Objectives.

The Adult Community Corrections, the division headquarters is located in Helena, with offices and facilities throughout Montana. The Division provides supervision for 75 percent of the more than 9,000 offenders in the corrections system, through its five subdivisions and contract facilities.

The Interstate Compact Unit coordinates the movement and data tracking of probationers and parolees among states. It oversees the transfers of more than 1,600 adult offenders.

The Probation and Parole Bureau, through 23 field offices, supervises more than 6,200 adult probationers and parolees.

Adult Community Corrections also administers the Intensive Supervision Program (ISP), a specialized form of adult probation and parole lasting 9 to 18 months. ISP uses a heightened level of supervision, monitoring devices and close scheduling. ISP offenders live at home, hold or seek jobs, and are under greater scrutiny than other probationers and parolees.

Ten institutional probation and parole officers serve the adult secure facilities by participating in parole and prerelease placement decisions.

The Treasure State Correctional Training Center near Deer Lodge is a 60-bed correctional facility for men, based on a military format of discipline and treatment (boot camp). Programs employed during the trainee's 90 to 120-day incarceration include victimology, criminal thinking errors, anger management, substance abuse treatment and academic schooling.

The Adult Prerelease Unit contracts with five non-profit prerelease centers for housing, treatment and supervision of 410 men and 110 women. These centers provide transition from prison to community and an alternative to prison for "diverted" offenders when public safety and the offenders' interests are best served by a level of supervision between prison and probation.

The Department also contracts with a private non-profit corporation for an additional 64 beds for chemical dependency treatment and services related to entering and exiting Boot Camp.

Felony DUI Facility In February of 2002, the division will oversee the operation of a facility specifically designed for the supervision and treatment of felony DUI offenders. The 140 bed facility is located on the campus of the State Hospital at Warm Springs.

The Centralized Services Division is headquartered in Helena and has offices at Montana State Prison in Deer Lodge and the Pine Hills Youth Correctional Facility in Miles City. The Division has the following four subdivisions:

Fiscal Bureau oversees accounting, payroll, federal grants, administrative services, budget allocation, administers contracts, grants, purchasing, inventory, requests for proposal and coordinates the executive planning process.

Legal Unit provides general counsel and defense for the Department.

Human Resources Bureau oversees recruitment, position classification and control, labor relations and Affirmative Action.

Information Technology Bureau manages all computer related activities, projects future offender populations, prepares a variety of reports, and monitors data quality.

The Juvenile Division of the Department of Corrections consists of juvenile corrections programs including Community Transition Centers, Juvenile Parole, Pine Hills Youth Correctional Facility, Riverside Youth Correctional Facility, Fiscal Specialists, Juvenile Interstate Compact and Juvenile Detention Licensing. The unit encompasses a large geographic area and varied services. The unit works cooperatively with other divisions within the Department of Corrections and with other state agencies.

The Division integrates diverse professional activities to develop and implement long and short range plans in the critical service areas of health, mental health, dental services, legal services, corrections policy, training and staff development, offender classification management, disciplinary hearings, Juvenile movement and grievance, investigative services, emergency preparedness, safety and security management, management of Juveniles in contracted placements and juvenile detention licensing.

Montana Correctional Enterprises employs 52 civilians and provides work and training, through vocational education classes, for more than 325 eligible institutional offenders. MCE's primary programs are located in Deer Lodge at Montana State Prison. Other programs operate at Montana Women's Prison in Billings, and at regional and private prison facilities in Great Falls, Missoula and Shelby.

Montana Correctional Enterprises has four subdivisions:

- The Ranch (self-supporting) provides offender employment in its range cattle, crops and feedlot operations.
- The Dairy (self-supporting) provides employment in the production of milk, cream, cottage cheese, yogurt and ice cream.

- MCE Industries operates a canning facility under a cooperative contract with the Department of Public Health and Human Services and The Montana Food Bank, produces license plates (supported by state general funds), as well as self-supporting enterprises: telemarketing business, print, sign, furniture and upholstery shops, and laundry.
- The Vocational Training/Education Program includes operations in motor vehicle/heavy equipment repair, telemarketing business skills, and vocational education programs funded by state general funds and monies generated by internal services fund operations.

Montana State Prison is located in the Deer Lodge valley approximately 3.5 miles west of the town of Deer Lodge. The institution is designated to maintain a population of 1300 adult male offenders that are classified to one of six custody levels (Max, Close, Medium I, Medium II, Minimum I and Minimum II). There are approximately 600 employees of which 318 are uniformed staff. The physical plant consists of three compounds, Max, High Side, and Low Side which are contained within a 68 acre double fenced perimeter. Montana State Prison utilizes a unit management structure that is ultimately managed by a Warden and two associate wardens. Outside the fenced perimeter is a 80 bed Work Dorm that houses minimum custody inmates that work on a 35,000 acre ranch and dairy program operated by Montana Correctional Enterprises.

Montana Women's Prison in Billings houses approximately 150 adult female offenders and has partial responsibility for 245 more. More than 90 percent of inmates at MWP are involved in educational or vocational programs and nearly all participate in a parenting program, staffed by volunteers, where they learn prenatal skills, infant care, adolescent behavior and more. The volunteers also assist and lend support at the hospital when inmates give birth.

A Deputy Warden oversees activities, education, food service, case managers, mother and child activities, and maintenance.

The department's total work force, includes POST certified corrections and probation and parole officers, professional staff, technical, clerical, supervisory, and administrative positions, is 1,200 employees. The agency is funded by state general funds appropriated by the Montana State Legislature. The total budget for July 1, 2003 to June 30, 2004 is approximately \$107 million. This figure covers about 10,000 adult males and females in prisons, in pre-release centers, on probation/parole, or on Intensive Supervision. It also includes juveniles in correctional facilities or on parole.

The Staff Development and Training Unit offers: Basic Training for: Adult and Juvenile Corrections Officers, Probation and Parole Officers, and Drill Instructors. Annual In-Service Training, Intermediate Training is specialized training received by agency employees to develop position specific skills; Advanced Training, programs are provided to advanced skills in specific areas.

Source of Official Student Records

In order to award credit, colleges and universities require proof of completion of coursework issued by the training organization. A student who has completed training provided by the Montana Department of Corrections may obtain such records of this training by contacting:

Montana Department of Corrections
Staff Development and Training Unit
P.O. Box 201301
Helena, Montana 59620-1301

Montana POST Council
P.O. Box 201408
Helena, Montana 59620-1408

Description of Training Programs

Location: Montana Law Enforcement Academy and Montana Department of Corrections.

Length: Correction/Detention Officer Basic (CDOB) – 3 weeks (120 Hours); Intermediate, Advanced and Computer training – various

Program Objective: To provide participants with the knowledge, skills and abilities necessary to serve effectively at the entry level as correctional officers in the State of Montana.

Learning Objective: Upon successful completion of these programs, the graduates will be able to better perform duties of correctional officers in the State of Montana.

Instructional Methods: Traditional methods including lectures with audio-visual enhancements, readings and handouts; role-play exercises; demonstrations; group discussions; and laboratory exercises.

Learning Assessments: Assessments include traditional written exams as well as demonstrations of competence.

Description of Team

Three assessment consultants and one Criminal Justice Training Assessment coordinator were on the team. Below is a list of all participants; CJTA and Excelsior College have full curriculum vitae on file for each.

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Description of Visit

From September 29th through October 1st, 2003, four representatives of the Criminal Justice Training Assessment Project, Excelsior College, conducted a site visit to the Montana Department of Corrections (DOC), Correctional Practices Bureau Training Unit to assess the Basic, Intermediate, Advanced, and Computer training programs.

On the first day, the team assembled at the Montana DOC Training Facility. A brief organizational meeting and introductions took place, which included an overview of the training organization and familiarization with the training facilities. The assessment team then began the assessment process.

The team determined that the remainder of the day would be spent organizing the various subject modules of the training programs into familiar college course content areas and reviewed those materials.

Dr. Unnithan reviewed the materials for the Emergency Response Plan Training for Trainers, Intermediate Correctional Practices, Staff Supervision, and Instructional Theory into Practice blocks of instruction. Dr. Bikle reviewed the materials for the Basic Correctional Practices, Correctional Personnel, and Hostage Negotiations blocks of instruction. Dr. Boyd reviewed the Basic Computer Operations, Correctional Computer Operations, Microsoft Access 97, Microsoft Excel 2000, Microsoft Outlook and Internet Research, Microsoft PowerPoint 2000, Microsoft Word 2000, and Microsoft Windows 2000 blocks of instruction off-site.

The above list of courses was developed from program and subject information provided by the Montana Department of Corrections (DOC), Correctional Practices Bureau Training Unit.

The team began the second day by further reviewing the assembled blocks of instruction, and at mid-day, completed its review of program materials and discussed the credit recommendations in detail. The team held an exit interview that afternoon with Director Winnie Ore. The discussion covered the initial findings and spent considerable time in discussion regarding future potential of the training program.

Credit Recommendations

Summary of Credit Recommendations

Program: Pre-Service

Basic Correctional Practices	1 credit
Correctional Personnel	3 credits
TOTAL	4 credits

Program: Intermediate

Intermediate Correctional Practices	3, 2, or 1 credit
TOTAL	3, 2, or 1 credit (see course description)

Program: Advanced

Emergency Response Plan Training for Trainers	1 credit*
Hostage Negotiations	2 credits
Instructional Theory Into Practice	1 credit*
Staff Supervision	1 credit*

Program: Computer

Basic Computer Operations	1 credit
Correctional Computer Operations	1 credit
Microsoft Access 97	1 credit
Microsoft Excel 2000	1 credit
Microsoft Outlook and Internet Research	1 credit
Microsoft PowerPoint 2000	1 credit
Microsoft Word 2000	1 credit
Microsoft Windows 2000	1 credit

* indicates upper level credit, + indicates graduate level credit

Course Descriptions

Basic Computer Operations (1 credit, lower division)

Program: Basic Computer Training

Location: Montana Criminal Justice Training Academy, Helena, MT

Length: 16 hours

Dates: October 2000 to October 2006

Objectives: Develop and illustrate familiarization with the IBM/Microsoft-based personnel computer. Understand and utilize the full capabilities of the Windows operating system.

Instruction: Students must complete no fewer than: sixteen hours of "Basic Computer." Instructional methods for this course include lecture supplemented with PowerPoint presentations and student handouts. Evaluation methods include written examinations and practical demonstration.

Credit Recommendation: In the lower division associate/baccalaureate degree category, one semester credit.

Basic Correctional Practices (1 credit, lower division)

Program: Pre-Service

Location: Montana Criminal Justice Training Academy, Helena, MT

Length: 30 hours

Dates: October 1998 to October 2006

Objectives: This course is an introduction to the day to day operations of a correctional facility and the duties and responsibilities of officers assigned therein. At the conclusion of the course the student will be able to discuss the importance of correctional practices and operational procedures and demonstrate practical applications of the principles in group work, discussions, and in examinations.

Instruction: Students must complete no fewer than: two hours of "Intake procedures," two hours of "Classification," two hours of "Health Services Screening," four hours of "Security," two hours of "Offender Discipline," two hours of "Offender Supervision," two hours of "Crime Scene Preservation," four hours of "Suicide Prevention," three hours of "Emergency Procedures," two hours of "Restraints," and five hours of "Searches." Instructional methods for this course include lecture and demonstrations. Evaluation methods include written examinations and practical application demonstrations.

Credit Recommendation: In the lower division associate/baccalaureate degree category, one semester credit.

Correctional Computer Operations (1 credit, lower division)

Program: Basic Computer Training

Location: Montana Criminal Justice Training Academy, Helena, MT

Length: 18 hours

Dates: October 2000 to October 2006

Objectives: Develop the skills to properly utilize the ACIS (Adult Correctional Information System) program and PRO-Files (Programs Reporting of Offender Files) program to search for data on adult offenders. Perform inquiry searches of the ACIS database and relate the ACIS information to both Departmental and professional duties. Understand and illustrate the ability to accurately enter data into the ACIS database, relate where ACIS data is entered and how it is displayed, perform inquiry searches of the PRO-Files database, and relate the PRO-Files information to professional duties

Instruction: Students must complete no fewer than: four hours of "ACIS Inquiry," eight hours of "ACIS Admissions," four hours of "PRO," and two hours of "Computer Security." Instructional methods for this course include lecture supplemented with PowerPoint presentations, student handouts, and guided practice exercises. Evaluation methods include written examinations and practical demonstration.

Credit Recommendation: In the lower division associate/baccalaureate degree category, one semester credit.

Correctional Personnel (3 credits, lower division)

Program: Pre-Service

Location: Montana Criminal Justice Training Academy, Helena, MT

Length: 54 hours

Dates: October 1998 to October 2006

Objectives: This course is an introduction to the personnel and interpersonal relationship side of correctional practice. Students will demonstrate through practice, discussion, and examination those knowledges and skills essential in the supervision and management of offenders.

Instruction: Students must complete no fewer than: nine hours of "Legal Issues," five hours of "Report Writing and Documentation," two hours of "Substance Abuse," two hours of "Cultural Diversity," four hours of "Human Growth," one hour of "Wellness," four hours of "Inmate Con Games," twelve hours of "Crisis Intervention," two hours of "Stress Management," four hours of "Ethics," eight hours of "Interpersonal Communications," and one hour of "Inmate Control." Instructional methods for this course include lecture. Evaluation methods include written examinations.

Credit Recommendation: In the lower division associate/baccalaureate degree category, three semester credits.

Emergency Response Plan Training for Trainers (1 credit, upper division)

Program: Advanced Montana DOC Training

Location: Montana Department of Corrections Training Unit, Deer Lodge, MT

Length: 36 hours

Dates: October 1998 to October 2006

Objectives: Understand and illustrate response to prison disturbances, riots, and other emergencies. Illustrate and discuss historical and causal factors in emergencies, types of emergencies, ways of preventing emergencies, and operational issues in response to emergencies.

Instruction: Students must complete no fewer than: one-half of an hour of "History," two hours of "Causation," one hour of "Facility Profiling," one hour of "Prevention," two and one-half hours of "Emergency Response Modeling," three hours of "Initial Response," three hours of "Emergency Response Planning," two hours of "Joint Operations," three and one-half hours of "Emergency Typology," one and one-half hours of "Deactivation," one and one-half hours of "Critical Incident Fact Finding," and three hours of "Design and Evaluation." Instructional methods for this course include lecture and group discussions. Evaluation methods include written examinations and practical application demonstrations.

Credit Recommendation: In the upper division baccalaureate degree category, one semester credit.

Hostage Negotiations (2 credits, lower division)

Program: Advanced Montana DOC Training

Location: Montana Department of Corrections Training Unit, Deer Lodge, MT

Length: 36 hours

Dates: October 1998 to October 2006

Objectives: At the conclusion of this course the student will be able to demonstrate an understanding of the principles of hostage negotiation, triggering events that may lead to a hostage situation, managing a hostage situation, the dynamics of hostage takers and hostages and use of interpersonal skills and appropriate technology to conclude a hostage situation. This will be demonstrated by class discussions, role playing and examinations.

Instruction: Students must complete no fewer than: one and one-half hours of "Team Building," one hour of "Types of Demands," one hour of "Team Roles," one hour of "Team Equipment Bags," three hours of "Hostage Takers," one hour of "The Philosophy and Analogy of Hostage Negotiations," seven hours of "Crisis Negotiation Techniques," two and one-half hours of "High-Risk Factors," three and one-half hours of "Suicide Prevention," seven and one-half hours of "Team Situations," two hours of "Stress on the Hostage Negotiations Team," one hour of "Hostage Survival," one hour of "Documentation/Statements," and two hours of "Defusing and Debriefing." Instructional methods for this course include lecture and demonstrations. Evaluation methods include written examinations and practical application demonstrations.

Credit Recommendation: In the lower division associate/baccalaureate degree category, two semester credits.

Instructional Theory Into Practice (1 credit, upper division)

Program: Advanced Montana DOC Training

Location: Montana Department of Corrections Training Unit, Deer Lodge, MT

Length: 36 hours

Dates: October 1998 to October 2006

Objectives: Develop and understanding and ability to design and develop training modules. Understand and apply the concepts of performance objectives, application, and instructional strategies. Develop the ability to design training, deliver and revise existing lesson plans as needed, and the development of new lesson plans.

Instruction: To receive the full three credits, students must complete no fewer than: one and one-quarter hours of the "Instructional Theory into Practice (ITIP) Model," three hours of "Learning Styles," one and one-half hours of "Assessing Training Needs," three hours of "Performance Objectives," four hours of "Designing Training Aids," four hours of "Coaching as an Instructional Strategy," three hours of "Evaluation Strategies," and one hour of "Preparing Lesson Plans." Instructional methods for this course include lecture and class discussions. Evaluation methods include written examinations and action plans.

Credit Recommendation: In the upper division baccalaureate degree category, one credit.

Intermediate Correctional Practices (3, 2, or 1 credit, lower division)

Program: Intermediate Montana DOC training

Location: Montana Department of Corrections Training Unit, Deer Lodge, MT

Length: 62

Dates: October 1998 to October 2006

Objectives: Identify and discuss the importance of cognitive change, cultural diversity, communication, and ethics. Apply the principles of cognitive change, cultural diversity, communication, and ethics to areas of specific correctional concern including sexual harassment and misconduct as well as suicide prevention.

Instruction: To receive the full three credits, students must complete no fewer than: twenty-four hours of "Cognitive Principles & Restructuring," four hours of "Cultural Diversity," sixteen hours of "Interpersonal Communication," four hours of "Professionalism & Ethics," four hours of "Sexual Harassment," six hours of "Staff Sexual Misconduct," and four hours of "Suicide Prevention." Instructional methods for this course include lecture, group discussion, and relevant videotapes. Evaluation methods include written examinations and practical application demonstrations.

Credit Recommendation: In the lower division associate/baccalaureate degree category: three semester credits for all sixty-two hours; two semester credits for forty to forty-two hours; and one credit for twenty-to-twenty-two hours of instruction.

Microsoft Access 97 (1 credit, lower division)

Program: Basic Computer Training

Location: Montana Criminal Justice Training Academy, Helena, MT

Length: 21 hours

Dates: October 2000 to October 2006

Objectives: Develop and utilize the skills necessary to properly utilize Microsoft Access97 in the construction and use of databases. Create informative reports utilizing Microsoft Access97. Understand the common uses for a database

Instruction: Students must complete no fewer than: twenty-one hours of "Microsoft Access 97." Instructional methods for this course include lecture supplemented with PowerPoint presentations, student handouts, and guided practice exercises. Evaluation methods include written examinations and practical demonstration.

Credit Recommendation: In the lower division associate/baccalaureate degree category, one semester credit.

Microsoft Excel 2000 (1 credit, lower division)

Program: Basic Computer Training

Location: Montana Criminal Justice Training Academy, Helena, MT

Length: 14 hours

Dates: October 2000 to October 2006

Objectives: Develop and utilize the skills necessary to properly utilize the Microsoft Excel program in the construction of various spreadsheets. Apply timesaving techniques to Departmental work in spreadsheets in order to more effectively utilize the data

Instruction: Students must complete no fewer than: fourteen hours of "Microsoft Excel." Instructional methods for this course include lecture supplemented with PowerPoint presentations, student handouts, and guided practice exercises. Evaluation methods include written examinations and practical demonstration.

Credit Recommendation: In the lower division associate/baccalaureate degree category, one semester credit.

Microsoft Outlook and Internet Research (1 credit, lower division)

Program: Basic Computer Training

Location: Montana Criminal Justice Training Academy, Helena, MT

Length: 15 hours

Dates: October 2000 to October 2006

Objectives: Develop the necessary skills to properly utilize the Microsoft Outlook program to effectively communicate with other personnel utilizing email and calendaring methods. Utilize proper Internet search techniques to effectively locate information. Examine various search engines and search directories to determine which will most effectively fulfill Departmental needs. Recognize the results of various Boolean Search techniques and distinguish which technique would be most effective for a variety of cases.

Instruction: Students must complete no fewer than: four hours of "Beginning/Intermediate Outlook," four hours of "Advanced Outlook," and seven hours of "Internet Research." Instructional methods for this course include lecture supplemented with PowerPoint presentations, student handouts, and guided practice exercises. Evaluation methods include written examinations and practical demonstration.

Credit Recommendation: In the lower division associate/baccalaureate degree category, one semester credit.

Microsoft PowerPoint 2000 (1 credit, lower division)

Program: Basic Computer Training

Location: Montana Criminal Justice Training Academy, Helena, MT

Length: 14 hours

Dates: October 2000 to October 2006

Objectives: Develop the necessary skills to construct a PowerPoint training presentation. Utilize the features of PowerPoint in the construction of transparencies, student note-taking guides, instructor notes, and slide shows. Understand the process of creating a lesson plan. Identify parts of the PowerPoint screen, work with dialog boxes, menus, and toolbars. Customize PowerPoint. Work with multiple presentations

Instruction: Students must complete no fewer than: fourteen hours of "Microsoft PowerPoint." Instructional methods for this course include lecture supplemented with PowerPoint presentations, student handouts, and guided practice exercises. Evaluation methods include written examinations and practical demonstration.

Credit Recommendation: In the lower division associate/baccalaureate degree category, one semester credit.

Microsoft Windows 2000 (1 credit, lower division)

Program: Basic Computer Training

Location: Montana Criminal Justice Training Academy, Helena, MT

Length: 14 hours

Dates: October 2000 to October 2006

Objectives: Develop the skills necessary to fully utilize the Windows 2000 operating system to increase computer productivity. Understand the importance of correct utilization of the Windows 2000 operating system. Apply Windows 2000 knowledge to word processing, spreadsheet, and other program tasks to be introduced in other course segments.

Instruction: Students must complete no fewer than: fourteen hours of "Microsoft Windows 2000." Instructional methods for this course include lecture supplemented with PowerPoint presentations and student handouts. Evaluation methods include written examinations and practical demonstration.

Credit Recommendation: In the lower division associate/baccalaureate degree category, one semester credit.

Microsoft Word 2000 (1 credit, lower division)

Program: Basic Computer Training

Location: Montana Criminal Justice Training Academy, Helena, MT

Length: 14 hours

Dates: October 2000 to October 2006

Objectives: Develop and utilize the skills necessary to properly utilize the Microsoft Word 2000 program in the construction of various documents. Apply timesaving techniques to Departmental word processing in order to more effectively utilize this program.

Instruction: Students must complete no fewer than: fourteen hours of "Microsoft Word." Instructional methods for this course include lecture supplemented with PowerPoint presentations, student handouts, and guided practice exercises. Evaluation methods include written examinations and practical demonstration.

Credit Recommendation: In the lower division associate/baccalaureate degree category, one semester credit.

Staff Supervision (1 credit, upper division)

Program: Advanced Montana DOC Training

Location: Montana Department of Corrections Training Unit, Deer Lodge, MT

Length: 36 hours

Dates: October 1998 to October 2006

Objectives: Examine and apply supervising competencies, responsibilities, tools, roles, and goals. Apply the necessary skills to make the transition to supervision, its operational content and organizational context and impact. Identify and understand various supervisory styles and problem solving strategies, effective communications, and performance issues.

Instruction: To receive the full three credits, students must complete no fewer than: four hours of "What is a Supervisor," two hours of "Vision and Values," two hours of "Principled Behavior," one and one-half hours of "Mission and Culture," one and one-half hours of "Working with Stake Holders," two hours of "Supervisory Styles," one and one-sixth hour of "Critical Thinking," three-quarters of an hour of "Decision Making," two and one-half hours of "Conflict Management," one and one-half hours of "The Dynamics of Communication," one and one-half hours of "Listening and Responding," one hour of "Written Communications," two hours of "Assessing and Coaching Performance," one hour of "Counseling and Discipline," and one hour of "Performance Appraisals." Instructional methods for this course include lecture supplemented with PowerPoint presentations and class discussions. Evaluation methods include written examinations, in-class activities, scenarios, reflective thinking journal and on-going action plans presented to class.

Credit Recommendation: In the upper division baccalaureate degree category, one semester credit.