Ohio Department of Rehabilitation and Correction

Site Visit Report

Description of Training Organization - 2003

The Ohio Department of Rehabilitation and Correction (DRC) is Ohio’s state corrections agency. The Department is headed by a Director, who reports directly to the Governor of the State of Ohio. The Assistant Director reports to the Director and oversees five individuals and the offices they oversee. These five are the Chief Inspector, Communications/Public Affairs, Legal Services, Legislative Liaison, and the Reentry/Best Practices Institute. In addition, the Assistant Director oversees six Deputy Directors and the offices they represent. These Offices are:

- Office of Prisons
- Human Resources
- Office of Administration
- Office of Correctional Healthcare
- Office of Policy
- Parole and Community Services

The Department’s total work force, including commissioned personnel, technical, clerical, supervisory, and administrative positions, is 14,500. DRC is funded by appropriations of the Ohio State Legislature with a total annual budget of $1.7 billion.

The Ohio Department of Rehabilitation and Correction Training Bureau

The Director of the DRC Training Bureau reports to the Deputy Director of Human Resources. The DRC Training Bureau offers several types of training programs, including training for newly hired personnel, training for supervisors and managers, training for trainers, and other in-service and specialized programs of instruction.

The Training Bureau’s total work force, including commissioned personnel, technical, clerical, supervisory, and administrative positions, is thirty-five people. The Training Division is funded by appropriations of the Ohio State Legislature with a total budget of $3.1 million.

Description of Training Organization - 2006

The Ohio Department of Rehabilitation and Correction (DRC) is Ohio’s state corrections agency. The Department is headed by a Director, who reports directly to the Governor of the State of Ohio. The Department consists of five (5) separate Divisions:

- Office of Prisons
- Office of Human Resources
- Office of Administration
- Office of Policy & Offender Reentry
- Parole and Community Services

The Department’s total work force, including commissioned personnel, technical, clerical, supervisory, and administrative positions, is just over 14,000.

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 Ohio Department of Rehabilitation and Correction may obtain such records of this training by contacting:

Pre-Service Training:   In-Service Training:
Training Supervisor   Curriculum Director
PO Box 207   PO Box 207
Orient, OH 43146   Orient, OH 43146

Description of Training Programs

Location: Ohio Department of Rehabilitation and Correction Training Academy in Orient, Ohio
Length: Various
Program Objective: To provide participants with the knowledge, skills and abilities necessary to serve effectively at the entry level as correctional personnel in the State of Ohio.
Learning Objective: Upon successful completion of this program, the graduate will be able to perform all routine duties of a correctional officer in the State of Ohio.
Instructional Methods: Traditional methods including lectures with audio-visual enhancements, readings and handouts; role-play exercises; demonstrations; and laboratory exercises.
Learning Assessments: Assessments include traditional written exams as well as demonstrations of competence, and oral presentations.

CPR and First Aid Instructor is a forty hour, five day program designed to promote healthy lifestyles, emergency and other self-enhancement skills while preparing participants to instruct curriculum. The prerequisites for this program are previous certification in CPR skills with at least one year of experience, completion of the forty-hour Instructional Skill Program, and Managing Officer’s Agreement.

Career Development is a forty hour, five day program designed to provide line staff with the tools to enhance and pursue a career with the Department of Rehabilitation and Correction.

Chemical Munitions Instructor is a forty hour, five day program designed to enhance the ability of participants to utilize chemical agents and to instruct in the use of products. Prerequisites include completion of the forty-hour Instructional Skill Program and Managing Officer’s Agreement.

Chemical Munitions Instructor Recertification is a twenty-four hour, three day program designed to recertify instructors for chemical agents, specialty impact munitions and distraction devices manufactured by Defense Technology. Prerequisites include certification as a Chemical Munitions Instructor.

Firearms Instructor is a one-hundred fifty-two hour program designed to increase participants’ knowledge of the DRC Firearms program and prepare them to instruct firearms training on the .38 caliber pistol, shotgun, and mini-14 rifle. Prerequisites include current certification in appropriate firearms, completion of the forty-hour Instructional Skills Program, and Managing Officer’s Agreement.
Firearms Instructor Recertification and Firearms Instructor Trainer Recertification are each sixteen hour, two day programs that review current issues in firearms training to enable Firearms Instructors to be currently informed. Participants also recertify basic skills. Prerequisites include current certification as a Firearms Instructor, completion of the forty-hour Instructional Skills Program, and Managing Officer’s Agreement.

Hostage Negotiations is an eighty hour, two week program designed to prepare the newly designated hostage negotiator. The course contains one week of basic skills training and one week of advanced skills training. Participants will become familiar with DRC Hostage Negotiation procedures while enhancing their communication skills.

Hostage Negotiations Recertification is a forty hour, one week program designed to be an overview of the basic and advanced program with emphasis on strategies, hostage profiles, communication, and Critical Incident Debriefing.

Incident Command System – Intermediate is a sixteen hour, two day program designed for prison staff likely to be assigned to a position in a command post or support command post operations. Participants receive instruction in the application of ICS during a critical incident using the DRC standardized ICS Curriculum, Modules 2-6.

Incident Command System – Advanced is a twenty-four hour, three day course designed to provide instruction in Critical Incident Management utilizing ICS to plan, organize, and control resources directed to resolve and recover from a critical incident using the DRC standardized ICS Curriculum, Modules 7-9 and 11. Prerequisites include completion of ICS – Intermediate.

Incident Command System – Section Chief and Incident Command System – Exercise Design are both forty hour, five day courses designed to provide training to Advanced ICS trained prison staff.

Instructional Skills – 40 Hour is a five day program designed to develop skills in design and delivery of training programs. Interview and Interrogation is a forty hour, five day program that assists corrections professionals in styles, techniques, and guidelines used in the interview and interrogation process in the correctional field. This program provides a balanced approach of classroom and hands-on training supplemented by comprehensive course materials.

Mental Health Two-Day Training is a sixteen hour program designed to provide participants with specific information related to understanding and treating inmates with serious mental illness.

PR-24 Instructor is a forty hour, five day program designed to develop new instructors in the use of the PR-24 baton and prepare them to teach these skills to other employees. Prerequisites include completion of the Instructional Skills – 40 Hour program, certification in the use of the PR-24, and Managing Officer’s Agreement.

PR-24 Instructor Recertification is a two day, sixteen hour program designed to refresh the skills of the participants and to recertify them in the use of the PR-24. Prerequisites include current certification as a PR-24 Instructor, completion of the Instructional Skills – 40 Hour program, and Managing Officer’s Agreement.

Pre-service for Custody Staff is a 160 hour, four-week, basic training academy. This program incorporates several topics.

Pre-service for Non-custody Staff is a 120 hour, three-week, course. This program incorporates several topics.

Rifle – Basic, Rifle – Advanced and Rifle – Recertification are designed to provide specific training to STAR riflemen. Each is a five day, forty hour program open only to those who have completed the preceding course in the sequence.

Special Response Team – Basic is a forty hour, five day program designed to provide new team members with basics in response, control, formations, squad structure, basic drill, and riot control. The program will develop specialized training necessary to function as a member of a team.

Special Response Team – Advanced is a forty hour, five day program designed to train tactics and hostage rescue techniques to members who have completed the Special Response Team – Basic program.

Special Response Teams Leadership Development is a twenty-four hour, three day program designed to equip the Special Response Team leader and squad leader to function effectively with the Critical Incident Management System.

Special Response Team Instructor is a forty hour, five day program designed to provide individuals who have completed all levels of Special Response Team training with additional skills necessary to teach the various programs locally. Prerequisites include completion of the Instructional Skills – 40 Hour program and Basic and Advanced SRT training programs.

Transportation Officer – Basic is a thirty-two hour, four day program designed to provide information to for employees to perform transportation officer duties.

Unarmed Self-Defense – Advanced is a forty hour, five day program designed to teach Advanced Control Tactics while providing a comprehensive review of the Unarmed Self-Defense program. Prerequisites include completion of the Unarmed Self-Defense – Basic program.

Unarmed Self-Defense Instructor is a two-hundred thirty-two hour, five week program designed to enhance the skills of participants and prepare them for teaching of the Unarmed Self-Defense program to others. Prerequisites include completion of the Instructor Skills – 40 Hour course and Managing Officer’s Agreement.

Unarmed Self-Defense Instructor – Recertification is a twenty-four hour, three day program designed to refresh the skills of the participants and to recertify them as Unarmed Self-Defense Instructors. Prerequisites include completion of the Instructor Skills – 40 Hour course and Managing Officer’s Agreement.

Unarmed Self-Defense Instructor Trainer Recertification is a sixteen hour, two day program designed to update the skills of the Unarmed Self-Defense Instructor-Trainers. Prerequisites include current Unarmed Self-Defense Instructor-Trainer certification, completion of the Instructional Skills – 40 Hour course, and Managing Officer’s Agreement.

Description of Team - 2003

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 has full curriculum vitae on file for each.
Description of Team - 2006

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

William H. McDonald, Ph.D.
Criminal Justice Program Chair
Monroe College
Associate Professor of Criminal Justice
John Jay College
New York, NY

David Miller, MA
Supervising Superintendent, Eastern Facility
New York State Department of Corrections
New Paltz, NY

Timothy Birch, MS
Assessment Coordinator
Criminal Justice Training Assessment
Excelsior College
Albany, NY

Description of Visit - 2003

From August 11 to August 13, 2003, four representatives of Excelsior College conducted a site visit to the Ohio Department of Rehabilitation and Correction Academy to assess the educational programs offered.

On the first morning (Monday, August 11), the team assembled at the Ohio Department of Rehabilitation and Correction Training Academy. A brief organizational meeting and introductions to the academy staff took place. 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 recruit training program into familiar college course content areas. Before finishing for the day, the course areas were discussed and then assigned to a specific faculty member for review to begin the next day.

Professor Moriarty reviewed the following programs: Instructional Skills – 40 Hour, Interview and Interrogation, Mental Health 2 Day Training, PR-24 Instructor, PR-24 Instructor Recertification, and Special Response Team Instructor. Associate Professor McDonald reviewed the following programs: Pre-service for Non-custody Staff, and Pre-service for Custody Staff. Mr. Miller reviewed the following programs: Career Development, Hostage Negotiations, Hostage Negotiations Recertification, Incident Command System (Intermediate, Advanced, Section Chief, and Exercise Design), Rifle Marksmanship, and Special Response Teams.

The above list of courses was developed from program and subject information provided by Ohio Department of Rehabilitation and Correction.

The team began August 12 by reviewing the Ohio Department of Rehabilitation and Correction training materials. On August 13, the team completed its review of program materials and discussed the credit recommendations in detail. The team held an exit interview with representatives of the Ohio Department of Rehabilitation and Correction Training Academy on August 13. The assessment coordinator conducted the interview. He thanked the staff for opening their doors and for the high level of cooperation provided. He also complimented them on the high quality of their programs as reflected in the number of credits that will be recommended for graduates of their programs.

Description of Visit - 2006

From Wednesday, February 15th to Friday, February 17th, three representatives of the Criminal Justice Training Assessment project conducted a site visit to the Ohio Department of Rehabilitation and Correction Academy to re-assess the educational programs that had changed since the original visit in 2003, and to newly assess programs that were added or created and offered in the interim.

On the first morning, the team assembled at the Ohio Department of Rehabilitation and Correction Training Academy. A brief organizational meeting with the academy staff took place. The assessment team then began the assessment process. The team determined that the remainder of the day would be spent re-assessing programs that had experienced changes to their curricula since the original assessment in 2003.

The team began the second day by finishing the re-assessment of the updated programs and began the assessment of the training programs that had been added or created in the time since the last CJTA visit. The rest of the day was spent conducting the assessment of the new materials and programs. The morning of the third and last day was spent finishing the new assessments and an exit interview/debrief was conducted with academy staff.

Credit Recommendations

Summary of Credit Recommendations

<table>
<thead>
<tr>
<th>Program</th>
<th>2003</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic Rifle Marksmanship</td>
<td></td>
<td>3 credits</td>
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<tr>
<td>Special Topics: Rifle Marksmanship</td>
<td>1 credit</td>
<td>3 credits</td>
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<tr>
<td>Career Development in Corrections</td>
<td>3 credits</td>
<td>3 credits</td>
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<tr>
<td>Program</td>
<td>Applied Teaching Methods</td>
<td>Credits</td>
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<td>----------------------------------------------</td>
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<tr>
<td>Chemical Munitions Instructor</td>
<td>Chemical Weaponry</td>
<td>1</td>
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<tr>
<td>Communications Instructor</td>
<td>Communications</td>
<td>3</td>
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<tr>
<td>Computer Training</td>
<td>Microsoft Business Applications</td>
<td>3</td>
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<tr>
<td>Correctional Management</td>
<td>Introduction and Overview of Correctional Management</td>
<td>3</td>
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<tr>
<td>CPR and First Aid Instructor</td>
<td>CPR and First Aid</td>
<td>1</td>
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<tr>
<td>Crisis Negotiations</td>
<td>Fundamentals of Crisis Negotiations</td>
<td>2</td>
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<tr>
<td>Cultural Diversity/Awareness Facilitator Training</td>
<td>Cultural Diversity and Cultural Awareness</td>
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<tr>
<td>Executive Leadership</td>
<td>Leadership Skills for the Corrections Executive</td>
<td>3 credits*</td>
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<td></td>
<td>Operational Skills for the Corrections Executive</td>
<td>3 credits*</td>
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<td></td>
<td>Organizational and Legislative Partnership Skills in Corrections</td>
<td>2 credits*</td>
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<tr>
<td>Firearms Instructor</td>
<td>Firearms</td>
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<tr>
<td>Hostage Negotiation</td>
<td>Basic Hostage Negotiation</td>
<td>3</td>
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<tr>
<td>Hostage Negotiations Instructor</td>
<td>Hostage Negotiations</td>
<td>3 credits</td>
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<tr>
<td>Hostage Negotiation Recertification</td>
<td>Advanced Hostage Negotiation</td>
<td>3</td>
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<tr>
<td>In-service Training (Various)</td>
<td>Defensive Tactics in the Correctional Setting</td>
<td>2 credits</td>
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<tr>
<td>Incident Command System – Intermediate/Incident Command System – Advanced</td>
<td>Basic Emergency Response Training</td>
<td>3 credits</td>
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<tr>
<td></td>
<td>Advanced Emergency Response Training</td>
<td>3 credits *</td>
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<tr>
<td>Instructional Skills – 40 Hour</td>
<td>Improving Classroom Delivery: Identification and Utilization of Adult Teaching Methods for Correctional Personnel</td>
<td>3 credits *</td>
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<tr>
<td>Instructional Skills – Instructional Trainer</td>
<td>Advanced Instructional Training Skills</td>
<td>2 credits*</td>
</tr>
<tr>
<td>Interview and Interrogation Techniques</td>
<td>Basic and Applied Interviewing Skills</td>
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<tr>
<td>Interview and Interrogation Instructor</td>
<td>Applied Teaching Methods: Interview and Interrogation</td>
<td>3</td>
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<tr>
<td>L.E.A.D. (various)</td>
<td>Introduction to Effective Leadership</td>
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<tr>
<td>Managing a Multi-Generational Workplace</td>
<td>Introduction to Multi-Generational Management</td>
<td>2 credits</td>
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<tr>
<td>Mental Health Two Day</td>
<td>Identification and Management of Mental Health Disorders in a Correctional Facility</td>
<td>1 credit</td>
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<tr>
<td>New Supervisor Training</td>
<td>Introduction to Administration in Corrections</td>
<td>2 credits</td>
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<tr>
<td>Pre-service for Custodial Staff</td>
<td>Basic Correctional Practices</td>
<td>3 credits</td>
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<tr>
<td></td>
<td>Basic Correctional Procedures</td>
<td>3</td>
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</tbody>
</table>
Physical Education
- Practicum in Corrections 3 credits
- Principles of Corrections 3 credits

Program: Pre-service for Non-Custodial Staff
Basic Correctional Practices 3 credits
Basic Correctional Procedures 3 credits
- Practicum in Corrections 3 credits
- Principles of Corrections 3 credits

Program: PR-24 Instructor/PR-24 Instructor Recertification
Applied Teaching Methods: PR-24 Instructor 1 credit
Program: Special Response Team Instructor
Applied Teaching Methods: Special Response Teams 1 credit
Program: Special Response Team Training – Basic/Special Response Team Training – Advanced (programs combined in July 2005 under one title – “Special Response Team”)
Basic Tactical Operations in a Correctional Setting 3 credits
Program: Special Response Team Training – Leadership Development
Advanced Tactical Operations in a Correctional Setting 2 credits
Program: Transportation Officer Development (Basic)
Special Topics: Transportation Issues in Corrections 1 credit
Program: Unarmed Self-Defense Instructor
Applied Teaching Methods: Unarmed Self Defense 1 credit
Special Topics: Use of Force Concepts 1 credit

* Indicates upper division credit

Course Descriptions

Advanced Emergency Response Training (3 credits, upper division)
Program: Incident Command System – Section Chief/Incident Command System – Exercise Design
Location: Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH
Length: 80 hours August 1998 to December 2004, 64 hours January 2005 through June 2009
Dates: August 1998 through June 2009
Objectives: Develop in-depth experience with major functions of the Incident Command System. Prepare for a major incident. Analyze reports and other forms of critical information. Coordinate all major functions to successfully resolve a critical incident.
Instruction: Students must complete no fewer than forty hours of “Incident Command System – Section Chief” and forty hours of “Incident Command System – Exercise Design” (Exercise Design was condensed into a 24 hour program in January of 2005). Instructional methods include lecture (supplemented by overhead), tabletop exercise, and full-scale emergency scenario. Evaluation methods include written examination, practical application, and evaluation of full-scale emergency scenario performance.
Credit Recommendation: In the upper division baccalaureate degree category, three semester credits.

Advanced Hostage Negotiation (3 credits, lower division)
Program: Hostage Negotiation Recertification
Location: Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH
Length: 40 hours
Dates: August 1998 to August 2004
Objectives: Demonstrate a working knowledge of subject profiling, critical incident management, and how to deal with the media. Practice negotiation techniques and strategies. Facilitate communication as part of the negotiation process. Become familiar with equipment and practice coaching techniques.
Instruction: Students must complete no fewer than forty hours of “Hostage Negotiations – Recertification.” Instructional methods include lecture, practical application, role play, and demonstration. Evaluation methods include written examination, practical examination, and scenario critique.
Credit Recommendation: In the lower division associate/baccalaureate degree category, three semester credits.

Advanced Instructional Training Skills (2 credits, upper division)
Program: Instructional Skills – Instructional Trainer
Location: Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH
Length: 24 hours
Dates: September 2005 through June 2009
Objectives: Complete a review of the “Instructional Skills” training curriculum. Understand the distinction between training and teaching. Learn to conduct “Needs Assessment” techniques. Become familiar with the process of “facilitation.” Learn to identify the different learning styles and the importance of recognizing their uniqueness. Learn how to use a variety of training aids useful for class instruction. Identify types of training teams and their usefulness. Learn best practices in Team Teaching methodologies. Learn the art of student class presentation.
Instruction: Students must complete no fewer than twenty-four hours of “Instructional Skills – Instructor Trainer.” Students also spend significant amounts of time outside of class reviewing material from their prior “Instructional Skills” course curriculum, and outside of class preparations for team work development and class presentations. Instructional methods include class handouts, class discussions and individual and team class presentations. Evaluation methods include class discussions, feedback from peer review, class exercises and projects, evaluations of taped presentations, and in-class examinations.
Credit Recommendation: In the upper division baccalaureate degree category, two semester credits.
**Advanced Tactical Operations in a Correctional Setting** (2 credits, lower division)

*Program:* Special Response Team – Leadership Development  
*Location:* Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH  
*Length:* 24 hours  
*Dates:* August 1998 through June 2009  
*Objectives:* Recognize the selection process, qualifications for membership, and DRC Policy concerning Special Response Teams. Develop a working knowledge of the command structure and related functions involved in emergency response. Develop leadership skills and an understanding of training requirements. Discuss tactical issues involved in emergency response.  
*Instruction:* Students must complete no fewer than twenty-four hours of “Special Response Team – Leadership Development.” Instructional methods include lecture and group discussion. Evaluation methods include observation and written examination.  
*Credit Recommendation:* In the lower division associate/baccalaureate degree category, two semester credits.

**Applied Teaching Methods: Basic CPR and First Aid** (1 credit, lower credit)

*Program:* CPR and First Aid Instructor  
*Location:* Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH  
*Length:* 40 hours  
*Dates:* August 1998 to December 2005  
*Objectives:* Demonstrate appropriate first aid techniques. Discuss basic health issues including blood borne pathogens. Demonstrate appropriate use of automatic external defibrillator and emergency oxygen.  
*Instruction:* Students must complete no fewer than forty hours of “Basic CPR and First Aid Instructor.” Instructional methods include lecture (supplemented by video and student program guides), demonstration, and scenario-based skill practice. Evaluation methods include written examination and skill assessment.  
*Credit Recommendation:* In the lower division associate/baccalaureate degree category, one semester credit.

**Applied Teaching Methods: Chemical Weaponry** (1 credit, lower credit)

*Program:* Chemical Munitions Instructor  
*Location:* Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH  
*Length:* 40 hours  
*Dates:* August 2002 through June 2009  
*Objectives:* Discuss basic explosive types and characteristics. Comprehend and employ basic chemical agents.  
*Instruction:* Students must complete no fewer than forty hours of “Chemical Munitions Instructor.” Instructional methods include lecture, demonstration, and presentation. Evaluation methods include feedback on presentation, hands-on demonstration, practical examination and written examination.  
*Credit Recommendation:* In the lower division associate/baccalaureate degree category, three semester credits.

**Applied Teaching Methods: Communications** (3 credits, lower credit)

*Program:* Communications Instructor  
*Location:* Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH  
*Length:* 40 hours  
*Dates:* October 2005 through June 2009  
*Objectives:* Describe the interpersonal communications process. Identify and explain the principles of effective listening and the styles of communication. Research and prepare a one hour lecture on an assigned communications topic. Deliver a one hour lecture on an assigned communications topic. Explain and demonstrate the fundamentals of effective memo and email writing and oral presentations. Discuss the impact of cultural, generation, organizational and gender differences in interpersonal communications and the common communication difficulties those differences cause. Identify strategies for dealing with them.  
*Instruction:* Students must complete no fewer than forty hours of “Communications Instructor.” Instructional methods include lectures, hands-on demonstration, practical exercises, and written examinations.  
*Credit Recommendation:* In the lower division associate/baccalaureate degree category, one semester credit.

**Applied Teaching Methods: Cultural Diversity and Cultural Awareness** (1 credit, lower division)

*Program:* Cultural Diversity/Awareness Facilitator Training  
*Location:* Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH  
*Length:* 16 hours  
*Dates:* November 2005 through June 2009  
*Objectives:* To heighten awareness of how racial, ethnic, gender, and religious backgrounds can influence personal and professional identity, attitudes, and behavior; to increase understand of similarities and differences among people; to become familiar with the basic skill requirements for diversity trainers; to develop an understanding of the issues addressed in the Diversity Awareness Inventory; to recognize the rational for why cultural competence work is important; to develop a working knowledge of why an understanding of the issue of cross-cultural communication is important; to develop an awareness of the potential barriers to cross-cultural communication; to provide participants with the opportunity to analyze realistic scenarios and practice culturally sensitive conflict reduction strategies; and to practice use of the Nine-Step Conflict Resolution Model to resolve real cross-cultural conflict situations.  
*Instruction:* Students must complete no fewer than sixteen hours of “Cultural Diversity/Awareness Facilitator Training.” Instructional methods include class lectures, PowerPoint presentations, practical exercises and feedback discussions. Evaluation methods include taking the Cultural Diversity/Awareness Facilitator Evaluation (must score 80% or better to pass class), written examinations and practical application demonstration examinations.  
*Credit Recommendation:* In the lower division associate/baccalaureate degree category, one semester credit.
Applied Teaching Methods: Firearms (1 credit, lower credit)

**Program:** Firearms Instructor  
**Location:** Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH  
**Length:** 120 hours  
**Dates:** January 2005 through June 2009  
**Objectives:** Comprehend and utilize orientation materials. Identify instructor responsibilities and civil liability for trainers. Perform and demonstrate firearm safety.  
**Instruction:** Students must complete no fewer than one-hundred and twenty hours of "Firearms Instructor." Instructional methods include lecture and demonstration. Evaluation methods include pre-test, written examination, and classroom discussion, observation, and feedback.  
**Credit Recommendation:** In the lower division associate/baccalaureate degree category, one semester credit.

Applied Teaching Methods: Hostage Negotiations (3 credits, lower division)

**Program:** Hostage Negotiations Instructor  
**Location:** Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH  
**Length:** 40 hours  
**Dates:** August 1998 through June 2009  
**Objectives:** Develop lesson plans relevant to Hostage Negotiations. Demonstrate familiarity with all Hostage Negotiation Lesson Plans. Discuss the basic principles of effective student testing and evaluation. Apply grading principles to practical exercises. List the qualifications of an effective hostage negotiation instructor. Identify the critical elements in scenario planning and design a written hostage scenario.  
**Instruction:** Students must complete no fewer than forty hours of "Hostage Negotiations Instructor." Instructional methods include lectures, videos, handout material and practical exercises. Evaluation methods include written examinations, written assignments and practical exercises.  
**Credit Recommendation:** In the lower division associate/baccalaureate degree category, three semester credits.

Applied Teaching Methods: Interview and Interrogation (3 credits, lower division)

**Program:** Interview and Interrogation Instructor  
**Location:** Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH  
**Length:** 40 hours  
**Dates:** January 2001 through June 2009  
**Objectives:** Identify the basic characteristics of a good interviewer. Explain the basic principles and techniques of a cognitive interview. Discuss the effects of location and physical environment on the interview process. Identify and explain the key elements of an affective interview, including nonverbal communications, personality types, active listening, indications of deception, etc. Prepare a lesson plan and supporting materials for an interview and interrogation topic. Deliver a lecture on an interview and interrogation topic. Identify the critical elements of an S.T.G. (gang member) interview. List the appropriate legal and administrative regulations concerned with interviewing in the ODRC.  
**Instruction:** Students must complete no fewer than forty hours of “Interview and Interrogation Instructor.” Instructional methods include lectures, videos, handout material and practical exercises. Evaluation methods include written examinations, written assignments and practical exercises.  
**Credit Recommendation:** In the lower division associate/baccalaureate degree category, three semester credits.

Applied Teaching Methods: PR-24 Techniques (1 credit, lower credit)

**Program:** PR-24 Instructor –OR– PR-24 Instructor Recertification  
**Location:** Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH  
**Length:** 40 hours  
**Dates:** August 1998 through June 2009  
**Objectives:** Comprehend and utilize the orientation materials. Identify instructor responsibilities, teach advanced course techniques, and demonstrate proper use of PR-24. Develop instructional training aids, identify civil liabilities for PR-24 instructors. Explain specific medical applications related to PR-24 usage and testing procedures and evaluation processes.  
**Instruction:** Students must complete no fewer than forty hours of “PR-24 Instructor” or “PR-24 Instructor Recertification Program.” Instructional methods include lecture (supplemented by lecture, flipchart, and blackboard) and demonstration. Evaluation methods include written examination, proficiency examination, teaching proficiency examination, and class discussion.  
**Credit Recommendation:** In the lower division associate/baccalaureate degree category, one semester credit.  
# Credit may NOT be received for PR-24 Instructor AND PR-24 Instructor Recertification

Applied Teaching Methods: Special Response Team (1 credit, lower division)

**Program:** Special Response Team Instructor  
**Location:** Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH  
**Length:** 40 hours  
**Dates:** August 1999 through June 2009  
**Objectives:** Identify course completion requirements and complete administrative forms. Perform physical requirements. Identify the selection process for SRT members and skills needed for successful SRT leaders. Identify and utilized team debriefing methods, SRT Basic Overview, and the SRT Advanced Curriculum.
Ohio Department of Rehabilitation and Correction

Instruction: Students must complete no fewer than forty hours of “Special Response Team Instructor.” Instructional methods include lecture (supplemented by lecture, flipchart, handout, and blackboard). Evaluation methods include physical test, form review, class discussion, physical demonstration, and written and oral debriefing.

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

Applied Teaching Methods: Unarmed Self Defense (1 credit, lower division)

Program: Unarmed Self Defense Instructor
Location: Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH
Length: 216 hours
Dates: August 1998 to December 2004
Objectives: Demonstrate eight unarmed self-defense tactics and counters to such tactics. Demonstrate self-defense techniques in eight zones of the body.

Instruction: Students must complete no fewer than two-hundred and sixteen hours of “Unarmed Self Defense Instructor.” Instructional methods include lecture, small and large group discussion, and demonstration. Evaluation methods include practical examination.

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

Basic and Applied Interviewing Skills (3 credits, lower division)

Program: Interview and Interrogation Techniques
Location: Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH
Length: 40 hours
Dates: May 2001 through June 2009
Objectives: List and explain qualities of a good interviewer/interview and types of subjects to be interviewed. Identify body language and appropriate tools for a good interview. Identify appropriate strategies for setting up the interrogation room, recording the interview, and privacy issues. Comprehend the importance of active listening. List and discuss legal issues associated with interviewing. Identify appropriate times for an interview and interrogation. Identify three places an interview will take place. Identify and list several types of interviews. Demonstrate ability to conduct an interview.

Instruction: Students must complete no fewer than one-hundred and twenty hours of “Interview and Interrogation Techniques.” Instructional methods include lecture, small and large group discussion, and demonstration. Evaluation methods include both practical and written examinations.

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

Basic Correctional Practices (3 credits, lower division)

Program: Pre-service for Custodial and Non-Custodial Staff
Location: Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH
Length: 52.75 hours
Dates: August 1998 to June 2005
Objectives: List and explain the elements of and barriers to effective communication and the various styles of communication found in a correctional setting and describe individual communication styles. Identify and explain the five basic questions answered in most written reports. Define the role of the Ohio Prison System in the history and philosophy of the Department of Rehabilitation and Correction. Apply the Employee Conduct Rules to various scenarios and evaluate them in terms of the appropriate rules of conduct, potential violations, and corresponding disciplinary actions. List the various circumstances that might be considered a bribe, and state the official steps and actions to be taken when an officer has been approached to traffic in contraband. Explain the concept of ’Security Threat Groups,’ list the active groups in Ohio Prisons; and discuss their signs and symbols, operational activities, and organizational structures. Describe the common communicable diseases found in the correctional setting and the main mechanisms by which such diseases are transmitted. Define the concept of ’inmate manipulation,’ and list the consequences for inappropriate staff/inmate relationships. Recognize potential hostage situations and explain the basic hostage survival guidelines. Cite the specific procedures for responding to a critical incident in the officer’s area and in an area not under the officer’s control, including the proper procedures for handling a medical emergency. List and explain the basic procedures for ensuring the identification of individuals within the institution and for the safe and efficient control of keys and tools. Present the basic principles of fire safety, fire prevention, officer safety, and institutional safety as they apply to the correctional environment. Define ‘community justice’ and relate the concept of community justice to the justice system, with attention to the four ‘stake holders’ and the impact of crime on victims.

Instruction: Students must complete no fewer than: three hours of “Introduction and Orientation,” two and one-half hours of “History and Overview” two hours of “DP&CS Overview,” one-half hour of “ODRC Jargon,” one and one-half hour of “Be Aware of What You Wear,” two hours of “Security Threat Groups,” three hours of “Personal Health and Safety,” one hour of “Hepatitis Offering,” one hour of “Hostage Negotiations,” one and one-half hour of “CIM/CIST,” three and one-quarter hours of “Effective Communications,” three and three-quarters hours of “Report Writing,” three and one-quarter hours of “Security Custody and Control,” two and one-half hours of “Cell Searches-Practical,” one and two-thirds hours of “Behavior Management,” four hours of “Professionalism/Ethics,” one and one-half hours of “Fire Awareness,” three and one-quarter hours of “Avoiding Manipulation,” two hours of “Restraints,” one and one hour of “Suicide Prevention,” one and one-quarter hours of “Offenders with Special Needs,” three-quarters of an hour of “Zeal,” one and one-quarter hours of examinations and examination review. Instructional methods include lecture (supplemented by overhead, PowerPoint, student workbook, and handout), group activity, and role-play. Evaluation methods include self-evaluation, discussion, presentation, practical exercise, written exam, and written exercise.

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

Basic Correctional Practices (3 credits, lower division)

Program: Pre-service for Custodial and Non-Custodial Staff
Location: Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH
Length: 49 hours
Dates: July 2005 through June 2009
Ohio Department of Rehabilitation and Correction

Objectives: Justify the need for perimeter control, explain the function of the Sallyport, and list the 3 method of identify a person entering or leaving a facility. Explain the policies and procedures for key and tool control. List the items and categories of contraband as defined in Ohio revised code, and discuss the procedures for disposition of contraband. Identify the 4 types of searches, and list the appropriate steps for conducting a clothed search, an unclothed search, dormitory search and departmental search. Identify the duties of the first ODRC employee at a crime scene. Discuss correct report writing style, explain the 5 basic report writing questions, and write appropriate reports. Define ‘crises,’ identify two subtypes of crises and the initial steps to be taken during a confrontation. List the applications of the Incident Command System and discuss the ‘Branches’ organization. Define key terms, and identify the 4 basic elements that justify a use of force and 6 general situations where force may be legally used. Demonstrate the proper use of ODRC restraints and pre-transportation procedures, conduct through transportation searches, and explain the rights and responsibilities of a transportation officer. Differentiate between the internet and the ODRC Intranet and the sources of information available on each. Identify the risk factors and symptoms of heart attack and stroke, successfully perform CPR and relief of a foreign body airway obstruction. Define appropriate terms, differentiate between positive and negative stress, and long term and short term stress, and identify the early indicators of stress and effective coping methods. Explain the ODRC Random Drug Testing Policy and identify the prohibited drugs. Understand the purpose of and make use of the Employee Assistance Program. Discuss the appropriate techniques for offender supervision and related ODRC policy and state law, and list the indicators of an inappropriate staff/offender relationship. Define appropriate terms, differentiate between inmate wants and inmate needs, and describe 10 inmate tactics for employee manipulation and the 14 steps to the ‘set up’ process. Evaluate various scenarios to determine if a rule of conduct has been violated, identify the appropriate rules and disciplinary actions, and discuss.

Instruction: Students must complete no fewer than four hours of “Computer Practicum,” four hours of “Contraband and Searches,” eight hours of “Emergency Procedures/Critical Incident Management,” one hour of “Employee Assistance Program,” one hour of “Employee Drug Testing Information,” one hour of “Exams,” three hours of “First Responder,” three hours of “Inmate Manipulation and Unauthorized Relationships,” two hours of “Offender Supervision,” three hours of “Personal Health and Wellness,” two hours of “Report Writing and Scenarios,” two hours of “Searches,” five hours of “Security, Custody, Control & Safety Procedures,” four hours of “Transportation and Restraints,” and six hours of “Use of Force.” Instructional methods include lectures, group exercises, practical demonstrations, videos, power point presentations, and handouts. Evaluation methods include and practical examinations, written assignments, student demonstrations, and feedback.

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

Basic Correctional Procedures (3 credits, lower division)
Program: Pre-service for Custodial and Non-Custodial Staff
Location: Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH
Length: 54.25 hours
Dates: August 1998 to June 2005
Objectives: Describe the Conduct Report follow up three-step discipline process and list and define the six disciplinary assessments authorized by a hearing officer. Identify the seven categories of contraband defined by the Ohio Revised Code. Identify and explain the four types of searches and the proper steps for: unclothed and clothed searches, cell and dormitory searches, and departmental searches. Compare and contrast the ‘Melting Pot’ and ‘Salad Bowl’ Theories of cultural diversity and discuss the importance of a culturally diverse workplace. Explain the purpose of the Department’s Random Drug Testing Program and the process by which employees are selected for drug testing. Discuss the concept of reentry, reentry management teams, the reentry process and the role of risk/needs assessment to the reentry process. Differentiate between static and dynamic needs assessments. Define the relevant terms and concepts found in Department regulations regarding discrimination, EEO, and sexual harassment, and state the Department’s Policies and Procedures regarding discrimination and sexual harassment. Identify and explain the sources of law that impact on the Department and the types of civil suits, tort actions, defenses, and relief associated with civil actions brought against the Department. List and explain the organizational structure and the chain of command for the ODRC. Prepare a list of reasons for appropriate inmate supervision and correctly describe supervisory techniques and their quality traits; and identify three indicators of an inappropriate staff/inmate relationship. List the purpose for and the stages of the inmate grievance process, correctly identify the role of staff in the grievance procedure. Identify and explain the characteristics, signs, and symbols of a potentially violent workplace. Describe the behaviors associated with the major mental disorders, suicidal behavior and addiction, and discuss the appropriate actions for dealing with inmates exhibiting such behaviors.

Instruction: Students must complete no fewer than: one-half hour of “Software Piracy,” two and one-half hours of “Employee Conduct and Responsibility,” two hours of “Legal Issues,” one and three-quarters hours of “EEO/ADA Sexual Harassment,” one and one-half hours of “Chain of Command,” three and three-quarters hours of “Correctional Supervision,” one and one-half hour of “Workplace Violence,” one hour of “Inmate Grievance Procedure,” five and one-hour hours of “Mental Health Issues,” one hour of “Use of Force,” one and one-quarter hours of “Contraband,” two hours of “Consequences of Addiction,” two hours of “Community Justice,” two hours of “Office of Victim Services,” and four and one-quarter hours of examination and examination review. In addition, each student must complete the ten-hour Administrative Regulation Review and Practical Exercise. Instructional methods include lecture (supplemented by overhead, PowerPoint, handout, and student workbook), group activity and role-play. Evaluation methods include self-evaluation, discussion, presentation, practical exercise, written examination and written exercise.

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

Basic Emergency Response Training (3 credits, lower division)
Program: Incident Command System – Intermediate and Incident Command System – Advanced
Location: Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH
Length: 40 hours
Dates: August 1998 through June 2009
Objectives: Develop an understanding of the primary activities and functions necessary to respond to a major incident. Analyze incident reports, delegate authority, provide logistical support and planning, assess costs, and interact with media.

Instruction: Students must complete no fewer than sixteen hours of “Incident Command System – Intermediate” and twenty-four hours of “Incident Command – Advanced.” Instructional methods include lecture (supplemented by overhead), tabletop exercise, and functional exercise. Evaluation methods include modular examination and final examination, student feedback, and functional exercise.

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

Basic Hostage Negotiation (3 credits, lower division)
Program: Hostage Negotiations
Location: Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH
Length: 80 hours
Dates: August 1998 through June 2009
Objectives: Develop a working knowledge of crisis negotiation, DRC Policy and Action Plan, the principles of communication, hostage behavior, debriefing skills, post-incident trauma, media issues, and the incident command system. Develop a historical perspective of negotiation management and a system for record-keeping and the creation of a timeline. Analyze perpetrator behavior. Acquire proficiency with equipment used during negotiations. Develop an understanding of the reasons for hostage-taking.
Basic Tactical Operations in a Correctional Setting (3 credits, lower division)

Program: Special Response Team Training – Basic and Special Response Team Training – Advanced (programs combined in July 2005 under one title – “Special Response Team”)

Location: Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH

Length: 80 hours

Dates: August 1998 through June 2009

Objectives: Recognize fundamentals of use of force, riot formations, anatomy of a disturbance, hostage survival, crime scene preservation, cell searches, and liability issues. Demonstrate use of chemical agents, drill formations, firearms, and searching techniques. Analyze information from reports and other forms of communication. Demonstrate correct evidence collection and preservation techniques. Prepare and deliver appropriate court room testimony. Identify and explain the main causes of inmate stress and inmate disturbance.

Instruction: Students must complete no fewer than forty hours of “Special Response Team Training – Basic” and forty hours of “Special Response Team Training – Advanced.” Note: these two programs were combined in July 2005 under one title – “Special Response Team” – for the same total of eighty hours). Instructional methods include lecture, videos, field instruction, and scenario application. Evaluation methods include written examination, student feedback, practical application, physical examination, and practical examination.

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

Career Development (3 credits, upper division)

Program: Career Development

Location: Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH

Length: 40 hours

Dates: March 2003 through June 2009

Objectives: Determine a career goal and identify positions by reviewing their personal skills, values, interests, and experiences. Development a draft career path for achieving their career expectations by listing steps for achieving their career plan. Prepare a resume. Discuss barriers to success, the importance of effective communication, networking, motivation, leadership, professional conduct, time management, and the effect of stress on productivity.

Instruction: Students must complete no fewer than forty hours of “Career Development.” Instructional methods include lecture (supplemented by flipchart, handout, and overhead), and role playing. Evaluation methods include written examination, preparation of a cover letter and resume, group project, and mock interview.

Credit Recommendation: In the upper division baccalaureate degree category, three semester credits.

Defensive Tactics in the Correctional Setting (2 credits, lower division)

Program: In-service Training (Various)

Location: Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH

Length: 64 hours

Dates: January 2001 through June 2009

Objectives: Identify the levels of awareness and their importance/relevance to self-defense. Explain the importance and relevance of the “21-foot rule.” Demonstrate proficiency in nine different defensive techniques against edged and blunt weapon attacks. Identify and discuss the major principles involved in successful defense against multiple attackers. Demonstrate proficiency in multiple-attacker defense. Explain emotional and physical mirroring. Demonstrate effective stunning techniques. Demonstrate proficiency in weapons retention techniques.

Instruction: Students must complete no fewer than twenty-four hours of “Defense Against Edged and Blunt Weapons,” eight hours of “Defense Against Multiple Attackers,” sixteen hours of “Ground Confrontation Tactics/Officer Down,” and sixteen hours of “Weapons Retention.” Instructional methods include lecture, question and answer, group discussions and practical application exercises. Evaluation methods include written examination, preparation of a cover letter and resume, group project, and mock interview.

Credit Recommendation: In the upper division baccalaureate degree category, two semester credits.

Fundamentals of Crisis Negotiations (2 credits, lower division)

Program: Crisis Negotiations

Location: Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH

Length: 32 hours

Dates: August 2005 through June 2009

Objectives: Students are expected to develop an understanding of the types and motivations of crises. Identify the fundamental functions of the Chief Institutional Negotiator. Demonstrate familiarity with the levels of negotiators and the levels of negotiation. Define and illustrate the practical definitions of a crisis. Recognize the key situations that constitute a crisis. Develop skills and strategies needed for crisis intervention resolution. Become familiar with the purposes and techniques of communication in the crisis negotiation processes.

Instruction: Students must complete no fewer than thirty-two hours of “Crisis Negotiations.” Instructional methods include lecture (supplemented by handout and video), class discussion, and group activity. Evaluation methods include pre-test, post-test, and evaluation form.

Credit Recommendation: In the lower division associate/baccalaureate degree category, one semester credit.
Improving Classroom Delivery: Identification and Utilization of Adult Teaching Methods for Correctional Personnel (3 credits, upper division)

Program: Instructional Skills
Location: Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH
Length: 40 hours
Dates: August 1998 through June 2009
Instruction: Students must complete no fewer than forty hours of “Instructional Skills.” Instructional methods include lecture (supplemented by student manual), group building exercises, and reports. Evaluation methods include presentations, class participation, observation, group paper, and pencil tasks, classroom activities, class participation, class demonstrations, summaries, examinations, and discussion.
Credit Recommendation: In the upper division baccalaureate degree category, three semester credits.

Introduction to Administration in Corrections (2 credits, lower division)

Program: New Supervisors Training
Location: Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH
Length: 32 hours
Dates: January 2005 through June 2009
Objectives: Identify the qualities of an effective supervisor. Identify and define the primary responsibilities of an effective supervisor. Identify three areas of conflict for a new supervisors. Identify three things that influence the environment and culture of the workplace. Identify the importance of personal communication style and balance of timing and multitasking. Understand the steps in the grievance procedure and disciplinary process. Understand and define the differences between administrative investigations and criminal investigations. Identify key elements in an administrative investigation. Identify workplace cultural issues that can play into misconduct. Explain the role of the B.E.R. conducts with staff enrichment programs. Identify and explain EEO laws and DRC EEO policies. Demonstrate ability to properly conduct an EEO investigation. Identify and explain the Family Medical Leave Act. Explain the differences between cyber internal and external networking. Identify the proper method of completing and evaluation and the proper method of when and how to set performance goals. Demonstrate how DRC policy and procedures relate to ACA Expected Practices.
Instruction: Students must complete no fewer than two hours of “ACA Overview,” two hours of “Administrative Investigations,” three hours of “Administrative/Personnel Issues,” one hour of “Business Office Issues,” two hours of “EEO Supervisory Training,” one hour of “Employee/Staff Enrichment,” one hour of “Final Wrap-up and Evaluations,” one and one-half hours of “FLSA,” one hour of “FMLA,” two hours of “Inmate Sexual Assault/Unauthorized Relations,” one hour of “Introduction,” two hours of “Investigative Procedures/Report Writing,” two hours of “Knowledge Networking,” two and one-half hours of “Labor Relations,” three hours of “Performance Evaluations,” two hours of “Principles of Management Networking and Coaching,” one hour of “Return to Work,” one hour of “Transition to Supervision,” and one hour of “What is a Supervisor?:” Instructional methods include lecture and group discussions supplemented with PowerPoint presentations. Evaluation methods include pre-test, classroom participation, verbal feedback, oral examination and written post-testing.
Credit Recommendation: In the lower division associate/baccalaureate degree category, two semester credits.

Introduction to Effective Leadership (3 credits, lower division)

Program: L.E.A.D. (various – see Instruction)
Location: Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH
Length: 40 hours
Objectives: Develop a working knowledge of the roles and duties that are required of a new supervisor; learn how to exercise and set clear boundaries; learn the value of strengthening communication skills and the importance of taking thoughtful and strategic action. Explore what it takes to make a Leader an Effective Leader; recognize positive traits of effective leaders, develop the ability to understand the impact of a leader’s unintended “wrong ideas” and how they affect a work group; and identify the benefits of effective Leadership behaviors and how they influence the success of a work group. Inform students of the impact that positive relationships and the Whale Done Approach can have on an organization and recognize how improvements can result in a more positive and productive environment. The course provides training and instruction to assist the student in the process of becoming “An Extraordinary Leader” and how to go from “Good” to “Great”; to identify and develop a working relationship with clusters of High Performance variables, competencies of High Performance variables, and areas of fatal flaws in Leadership. Students will learn to recognize the importance of accomplishing goals and related objectives, and the importance of achieving missions. Students should be able to identify the differences between Leadership and Management; become familiar with various management styles and operational roles; to understand the importance of leadership and good communication for the success of the organization.
Instruction: Students must complete no fewer than eight hours of “Effective Leading Teams/Groups,” eight hours of “The Extraordinary Leader: Going From Good to Great,” eight hours of “Leadership Service for Exempt Staff: “Would I Follow Me?”,” eight hours of “Peer Today/Boss Tomorrow,” and eight hours of “Whale Done” in the OH-DRC L.E.A.D. program. Instructional methods include lecture presentations accompanied by the use of a Facilitator Guide, Participant Manual, PowerPoint, student handouts, video presentations, skill practices, and breakout team activities. Evaluation methods include classroom discussions, participation exercises and feedback as well as group activities and a post-training assessment.
Credit Recommendation: In the lower division associate/baccalaureate degree category, three semester credits.

Introduction to Multi-Generational Management (2 credits, lower division)

Program: Managing a Multi-Generational Workplace
Location: Ohio Department of Correction Train Academy, Columbus, OH
Length: 8 hours
Dates: January 2005 through June 2009
Objectives: To provide the knowledge, the skills and the tools to help students to more effectively interact and manage a multi-generational workforce; and to develop for each participant an individual “blueprint” for future action. The student will be required to learn to identify the differences in generations in the workplace; to develop a working knowledge of the general characteristics of these generational groupings including traits, individual belief systems, and core values. The students will also learn to develop agency-relevant staff training regarding effectively managing a multi-generational workplace.
Instruction: Students must complete no fewer than eight hours of “Managing a Multi-Generational Workplace.” Instructional methods include a PowerPoint presentation model developed by the National Institute of Corrections will be utilized along with lectures and hand outs. Evaluation methods will include 26 written class exercises, quizzes, group presentations, peer critiques and training simulations.
Credit Recommendation: In the lower division associate/baccalaureate degree category, two semester credits.

Introduction and Overview of Correctional Management (3 credits, lower division)

Program: Correctional Management
Location: Ohio Department of Correction Train Academy, Columbus, OH
Activities. Become familiar with the three components of problem solving: critical thinking, decision making, and conflict management. Develop a working building blocks of supervision, and personal competencies. Identify the techniques of project development. Identify the importance of assessment/interpretation knowledge of the dynamics of administration and the communication skills needed for correctional management. Become familiar with the concept of "balancing"—a dimension of wellness and its importance to effective management. Learn the importance of managing priorities. Become knowledgeable about labor relations. Become familiar with theory concerning organization context. Obtain an awareness of the accreditation process and the benefits of being accredited. Become familiar with the importance of technology in correctional management. Develop a working knowledge of supervisory training. Become familiar with personnel issues. Develop a working knowledge of administrative investigations. Become familiar with the importance of media relations. Learn motivation theory and its application to correctional management.

**Instruction:**
Students must complete no fewer than two hours of "ACA/Policy Implementation," four hours of "Administrative Investigations," three and one-half hours of "Building Blocks of Supervision," four hours of "Computers and PowerPoint," two hours of "Correctional Management of the Future," three hours of "DBA & DBA Online," four hours of "DRC Leaders Forum," three hours of "Effective Communications," three hours of "FMLA & EEO," four hours of "Goals, Review and Wrap-up," two hours of "Intergenerational Workplace," one-half an hour of "Introduction and Course Review," two hours of "Labor Relations," one hour of "Leadership and Balance," two hours of "Leadership and Motivation," two hours of "Managing Your Priorities," four and one-half hours of "MBTI Assessment and Interpretation Activities," two hours of "Media Awareness," four hours of "Organizational Context," three hours of "Personal Competencies," one hour of "Personnel Issues," one hour of "Preparation for Presentations," eight hours of "Presentations," four hours of "Problem Solving," three hours of "Professionalism and Ethics," three and one-half hours of "Project Development," two hours of "Technology Update," and one hour of "Updates on L.E.A.D. Program." Instructional methods include laboratory exercises, lectures, handouts, student preventions, student manual, overheads, PowerPoint presentations, videos and video discussions, classroom activities and scenarios. Evaluation methods will include classroom discussion and feedback, peer review and classroom presentations.

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

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**Leadership Skills for the Corrections Executive (3 credits, upper division)**

**Program:** Executive Leadership

**Location:** Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH

**Length:** 36 hours

**Dates:** January 2005 through June 2009

**Objectives:** At the completion of this course students will be able to: process and prioritize information in a mentally and physically challenging environment; identify and assess individual leadership styles; use written, verbal and non-verbal communications in the process of team building and team interaction; develop team building skills; assess specific qualities, attitudes and thinking styles that impact their ability to manage effectively; analyze their qualities, attitudes and thinking styles ion terms of the 12 domains necessary for effective leadership; explain 'mentorship' and 'shadowing experience'; identify leadership traits, styles, behaviors and approaches that make up their individual leadership style; list the key steps to preparing for media activities; explain SOCO and the ODRC role in executions; and define and explain key terms and concepts regarding Interpersonal Relations.

**Instruction:** Students must complete no fewer than four hours of "Ethics and Values in Leadership," two hours of "Leadership Profiles," two hours of "Managing Conflict," two hours of "Managing and Leading Change," twelve hours of "Media Training," eight hours of "Orientation," and two hours of "Personal Activities Development." Instructional methods include lectures, role playing, video and power point presentations, practical exercises, self assessment instruments, research projects, group activities, and panel discussions. Evaluation methods include presentations, research projects, group projects, practice exercises, written exams, and student feedback.

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

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**Microsoft Business Applications (3 credits, lower division)**

**Program:** Computer Training

**Location:** Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH

**Length:** 48 hours

**Dates:** August 2005 through June 2009

**Objectives:** Upon completion of this course, students will be able to demonstrate proficiency with all Microsoft desktop business applications beyond the introductory level. This includes: safe and effective desktop computer operations; database construction, manipulation and maintenance; spreadsheet construction, manipulation and maintenance; email, calendar, and scheduling skills development; PowerPoint construction, manipulation and presentation; and word processing & document construction, manipulation and maintenance.

**Instruction:** Students must complete no fewer than eight hours of "Introduction to PC & Windows," eight hours of "Access 2003," eight hours of "Excel 2003," eight hours of "Outlook 2003," eight hours of "PowerPoint 2003," and eight hours of "Word 2003." Instructional methods include lecture, discussions, demonstrations, handouts and workbooks. Evaluation methods include scoring 80% or higher on proficiency exams given at the end of each topic.

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

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**Operational Skills for the Corrections Executive (3 credits, upper division)**

**Program:** Executive Leadership

**Location:** Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH

**Length:** 44 hours

**Dates:** January 2005 through June 2009

**Objectives:** List and explain the 4 decisions making styles, the 4 primary steps in the decision making process, and the ACT Model and the Bell, Book and Candle Theory of decision making. Prepare and make a formal 1 hour presentation. Identify two levels of planning, the steps involved in developing a mission statement, the 4 major components of the DRC’ Strategic Plan, and name the program planning steps. Explain the role and importance of mission and vision statements to an organization. Identify the 4 types of cultures found within organizations, and explain the role culture plays in organization activities. Explain the differences between internal and external collaboration, and identify the key stages/elements of Interpersonal Collaboration, collaborative work teams, and collaborative alliances. List the 5 phases of the Project Management Process. Discuss the key elements of an effective presentation. Name the functional and dysfunctional; identify the stages of team development and the characteristics of a high quality team. Define strategic thinking and conceptual thinking, and identify the 5 different types or methods of thinking. List the 6 causes of conflict in an organization and the different roles managers play in conflict resolution. Define motivation and the 4 behavioral consequences that motivate behavior. Discuss the value of truth in an organization, and the 8 applications of truth to relationships. Discuss the difference between power and influence, and identify the elements and characteristics of power, and explain the strategies for influencing others. List the responsibilities of the DRC Human Resources Bureaus, and identify those particularly related to executive management functions.

**Instruction:** Students must complete no fewer than two hours of "Assessing Organizational Culture," two hours of "Conducting Effective Presentations," four hours of "Developing and Leading Teams," two hours of "Developing Direct Reports and Motivating Staff," two hours of "Human Resource Challenges," two hours of
Ohio Department of Rehabilitation and Correction

Mission and Vision: Leadership for the Future,
four hours of “Ohio Employment Law,” four hours of “Power and Influence,” four hours of “Problem Solving and Decision Making,” two hours of “Program Planning and Performance Assessment,” two hours of “Project Management,” eight hours of “Project Presentations,” two hours of “Strategic Thinking: Putting the Plan into Action,” and four hours of “Team Meeting with Sponsors.” Instructional methods include lectures, role playing, video and power point presentations, practical exercises, self assessment instruments, research projects, group activities, and panel discussions. Evaluation methods include presentations, research projects, group projects, practice exercises, written exams, and student feedback.

Credit Recommendation: In the upper division baccalaureate degree category, three semester credits.

Organizational and Legislative Partnership Skills in Corrections (2 credits, upper division)
Program: Executive Leadership
Location: Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH
Length: 34 hours
Dates: January 2005 through June 2009
Objectives: Explain the organizational structure of the Ohio Legislature and how a bill becomes law. Demonstrate the skills necessary for legislative advocacy. Explain the budget process. Identify the 5 ways external/political influences impact DRC decision making and budgeting. Define relevant budgeting terms, differentiate between operating budget and capital budgets, and describe the capital submission process. Understand and explain disparate treatment, disability separation process, Progressive Discipline, and Garrity rights.
Instruction: Students must complete no fewer than eight hours of “360 Feedback – Debriefing,” four hours of “360 Feedback - Overview and Reports to Class,” two hours of “Budget and Politics,” two hours of “Political Realities: Collaboration, Education and the External Environment,” two hours of “Collaboration, Education and External Environment,” four hours of “Legislative Simulation: Introduction,” four hours of “Legislative Simulation: Presentation,” four hours of “Legislative Simulation: Research and Planning,” and four hours of “Executive Staff Panel Discussion.” Instructional methods include lectures, role playing, video and power point presentations, practical exercises, self assessment instruments, research projects, group activities, and panel discussions. Evaluation methods include presentations, research projects, group projects, practice exercises, written exams, and student feedback.

Credit Recommendation: In the upper division baccalaureate degree category, three semester credits.

Physical Education (3 credits, lower division)
Program: Pre-service Program for Custodial Staff
Location: Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH
Length: 56 hours
Dates: August 1998 to June 2005
Objectives: Execute the basic self-defense techniques of the DRC Core Basic eight-hour Unarmed Self-Defense Program. Demonstrate the safe and proficient use of the 38 caliber Department issued revolver. Demonstrate the safe and proficient use of the Department issued 870-model shotgun. List and explain the Departmental regulations and the appropriate federal and state laws governing the use of force by correctional personnel. Execute the techniques and self defense procedures required by DRC Unarmed Self Defense Program. Identify the situations where in force and deadly force may be used. List the circumstances requiring completion of a Department Use of Force Report and identify the key components of a Use of Force Report.
Instruction: Students must complete no fewer than: six and three-quarters hours of “Firearms Familiarization,” seven and three-quarters hours of “Evasive Tactics,” one and one-quarter hours of “Chemical Control,” one hour of “Health and Wellness Myths,” and forty hours in the use of the 38-caliber Revolver (eight hours), the Shotgun (eight hours), and in Basic Unarmed Self-Defense (twenty-four hours). Instructional methods include lecture (supplemented by overhead, handout, student workbook, and PowerPoint), group activity and role-play. Evaluation methods include pre-test, self-evaluation, discussion, presentation, practical exercise, written exam, and written exercise.

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

Physical Education (3 credits, lower division)
Program: Pre-service for Custodial Staff
Location: Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH
Length: 52 hours
Dates: July 2005 through June 2009
Objectives: Explain all DRC, state and federal regulations regarding the use of non-lethal and lethal force. Identify ‘control’ and ‘defense’ situations. List the justifications and the appropriate circumstances for the use of ‘lethal’ and ‘non-lethal’ force. Execute the basic techniques and self defense procedures required of the DRC Self Defense Program. Execute and demonstrate the proper methods for the safe handling and proper maintenance of DRC firearms. Demonstrate proficiency with all DRC revolvers and shotguns. List those circumstances that require a DRC Use of Force Report.
Instruction: Students must complete no fewer than eight hours of “Firearms - .38 Revolver Qualification,” eight hours of “Firearms - Shotgun Qualification,” eight hours of “Firearms Familiarization,” twenty-four hours of “Unarmed Self-defense,” and four hours of “Weapons Cleaning.” Instructional methods include lectures, demonstrations, practical exercises, videos, power point presentations, and handout materials. Evaluation methods include written examinations, practical and written exercises, student demonstrations, and presentations.

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

Practicum in Corrections (3 credits, lower division)
Program: Pre-service for Custodial and Non-Custodial Staff (Institutional Orientation Training Program)
Location: Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH
Length: 40 hours
Dates: July 2005 through June 2009
Objectives: At the end of this course students will be able to: List the responsibilities of a DRC corrections officer assigned to custody duty; Explain relevant DRC policies, including Sick Leave, Essential Employee, travel, contraband, use of force, security, key and tool control, inmate passes, etc.; Identify appropriate officer behaviors for interactions with inmates, including inmate supervision, inmate manipulative behavior, inmate work details, disciplinary actions, etc.; Describe emergency procedures for disturbances, fire, hazardous chemicals, hostages, medical alarms, and related subjects; Discuss the organizational structure of the institution and the responsibilities of its sub-units, including classification, prison industries, transportation, education, mental health and social services, commissary and dining room operations, visiting center, maintenance etc.
Instruction: Students must complete no fewer than forty hours of the “Institutional Orientation Training Program.” Instructional methods include lecture, practical exercises, hand out materials, and demonstrations. Evaluation methods include practical exercises, student demonstrations, and student feedback.

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

Principles of Corrections (3 credits, lower division)
Program: Pre-service for Custodial and Non-Custodial Staff
Location: Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH

In the lower division associate/baccalaureate degree category, three semester credits.
Ohio Department of Rehabilitation and Correction

Length: 45.5 hours
 Dates: July 2005 through June 2009

Objectives: Describe the mission of the DRC’s Division of Parole and Community Services. Define the role of the Ohio Prison System in the history and philosophy of the Department of Rehabilitation and Correction. Define the relevant terms and concepts found in Department regulations regarding discrimination, EEO, and sexual harassment, and state the Department’s Policies and Procedures regarding discrimination and sexual harassment. Discuss the effects of crime on victims; identify the services available to crime victims through the Ohio Office of Victim Services; and describe the role of the Institution’s Victim Coordinator. List and explain the responsibilities of Case Managers. Describe the behaviors associated with the major mental disorders, suicidal behavior and addiction, and discuss the appropriate actions for dealing with inmates exhibiting such behaviors. Explain the concept of reentry, reentry management teams, the reentry process and the role of risk/needs assessment to the reentry process. Identify the warning signs and the characteristics associated with the potential for workplace violence, and discuss the DRC Workplace Violence Policy. List the components of the Criminal Justice System, their major functions, and prosecutorial stages of a felony case. Identify and explain the sources of law that impact on the Department and the types of civil suits, tort actions, defenses, and relief associated with civil actions brought against the Department. Apply the Employee Conduct Rules to various scenarios and evaluate them in terms of the appropriate rules of conduct, potential violations, and corresponding disciplinary actions. List and explain the elements of and barriers to effective communication, the various styles of communication, and the appropriate employee communication conduct in the correctional setting. Identify the major “Security Threat Groups” in the ODRC, their signs, symbols, organizational structures, and DRC policies and practices for address Security Threat Groups. List the characteristics of potential victims of sexual assault and the victims of assault, identify the methods by which such assaults come to the attention of staff and appropriate techniques for reducing sexual assaults. Explain the role of religion in re-entry, identify the major faith groups in the ODRC and the permitted religious items. Define diversity, identify the factors that create a diverse environment, and discuss the guidelines for managing diverse relationships. Identify the principles of ‘quality’ as used in the ODRC, list the 9 steps in the Continuous Improvement Process, and apply the basic principles of quality to work situations. Differentiate between ‘formal’ and ‘informal’ grievances, and explain the inmate grievance process.

Instruction: Students must complete no fewer than one hour of “ADA/EEO Sexual Harassment,” two hours of “Case Management,” four hours of “CO Orientation,” two hours of “Community Justice and Victim Services,” one hour of “Course Review and Out Briefing,” three quarters of an hour of “Criminal Justice,” two hours of “Cultural Awareness,” two hours of “Faith Diversity,” one hour of “Hepatitis B Vaccinations,” two and one-quarter hours of “Interpersonal Communication Skills,” one and three-quarters of an hour of “Interpersonal Relations,” one and one-quarter of an hour of “Legal Issues,” six hours of “Mental Health Overview,” one and one-half hours of “ODRC History and Overview,” two hours of “Offender Rights, Grievance Procedures and Discipline Process,” one-half of an hour of “Orientation,” five and one-half hours of “Q-Basics,” two hours of “Re-entry: Planning for Rehabilitation,” three hours of “Security Threat Groups,” one hour of “Sexual Assault and Abuse Intervention,” two hours of “Standards of Employee Conduct/Professionalism and Ethics,” and one hour of “Workplace Violence.” Instructional methods include lecture, practical exercises, written assignments, videos, handout materials, and power point presentations. Evaluation methods include written examination, written assignments, practical exercises, group activities, and student demonstrations.

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

Special Topics: Rifle Marksmanship (1 credit, lower division)
Program: Rifle Marksmanship (Basic)
Location: Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH
Length: 80 hours
Dates: February 2002 to July 2005

Objectives: Demonstrate proficiency with DRC weapons. Demonstrate knowledge of weapons nomenclature. Discuss laws and rules and regulations concerning weapons use. Recognize appropriate situations for use of weapons within correctional setting. Instruction: Students must complete no fewer than eighty hours of “Rifle Marksmanship (Basic).” Instructional methods include lecture (supplemented by flipchart and video), and practical application. Evaluation methods include written examination and proficiency demonstration.

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

Special Topics: Tactical Rifle Marksmanship (3 credits, lower division)
Program: Tactical Rifleman Course
Location: Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH
Length: 120 hours
Dates: August 2005 through June 2009

Objectives: Demonstrate proficiency with DRC weapons. Demonstrate knowledge of weapons nomenclature. Discuss laws and rules and regulations concerning weapons use. Recognize appropriate situations for use of various weapons within correctional setting. List and explain the types of law suits brought against DRC personnel. Identify and explain the legal defenses against a civil action and the remedies to a civil action allowed by law. Discuss appropriate civil and criminal laws, and department regulations, regarding the use of force and the care and custody of DRC firearms. Demonstrate basic principles of firearms safety. Correctly complete all DRC reports related to deployment and use of rifles. Explain the physical trauma caused by bullets. Perform relevant concealment and cover exercises. Instruction: Students must complete no fewer than one hundred and twenty hours of “Tactical Rifleman Course.” Instructional methods include lecture (supplemented by flipchart and video), and practical application. Evaluation methods include written examination, essays, practical application exercises, and proficiency demonstration.

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

Special Topics: Transportation Issues in Corrections (1 credit, lower division)
Program: Transportation Officer Development (Basic)
Location: Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH
Length: 32 hours
Dates: August 1998 through June 2009

Objectives: Identify the duties and functions of a corrections officer assigned to an inmate transportation detail. Recognize the fundamentals of defensive driving. Employ restraint equipment. Demonstrate proper use of force and firearms retention.

Instruction: Students must complete no fewer than thirty-two hours of “Transportation Officer Development (Basic).” Instructional methods include lecture (supplemented by video), and small group discussion. Evaluation methods include written examination and proficiency demonstration.

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

Special Topics: Use of Force Concepts (1 credit, lower division)
Program: Unarmed Self Defense Instructor
Location: Ohio Department of Rehabilitation and Correction Training Academy, Orient, OH
Length: 16 hours
Dates: August 1998 through June 2009
Objectives: Identify favorable attributes of employee engaged in and purpose of cell extraction. Recite the use of force scale and define “force.” Identify six situations in which force can legally be used and five situations in which deadly force can legally be used. Explain incident reporting procedures. Identify appropriate situations where containment shield may be used.

Instruction: Students must complete no fewer than sixteen hours of “DRC Unarmed Self Defense/Cell Extraction Instructors Course” of the Unarmed Self Defense Instructor program. Instructional methods include lecture, small and large group discussion, and demonstration. Evaluation methods include class participation and proficiency examination.

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