



Montana Department of Corrections Correctional Signpost

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No. 1



Reentry effort advances

The Department of Corrections' project to enhance and focus its reentry efforts was introduced to key staff at Montana State Prison in early February, a recognition of the critical role that the state's largest correctional facility must play in the success of the effort.

More than 40 unit managers and case managers from throughout the 1,485-bed Deer Lodge prison gathered for the briefing on the Montana Reentry Initiative.

Deputy Warden Ross Swanson laid the groundwork for the more than three-hour meeting by emphasizing that providing reentry services and programs that help inmates transition to their communities upon leaving prison is nothing new. But the new effort to improve that work is here to stay, he said.

"All of us in our job duties have been doing reentry over the years," he said. "What we haven't seen is an overall orchestrated effort in the Department of Corrections."

Changes in state and department leadership won't alter the initiative, he added. "Regardless of the new governor and new director, we will be doing reentry and we will be doing it better."

Updating the prison staff was a key part of the reentry effort since the process of preparing inmates for reentering communities has to begin when offenders enter prison and continue through their release and their time under community supervision.

Sam Casey, DOC's reentry coordinator, said prison is where an offender management plan has to be developed as a "roadmap" that follows each offender through his or her time in the corrections system. The key to that plan is consistent use of a valid, uniform tool for assessing every offender's needs and risks, he said.

The result will be a clear indication of how to address the educational, addiction, employability, housing and social needs of inmates, Casey explained. The point at which inmates are handed off to community supervision must be seamless and effective if the benefits provided in prison are to transfer to parole or probation, he said.



Sam Casey, DOC's reentry program manager (above), and Deputy Warden Ross Swanson (left) talk to Montana State Prison staff about the Montana Reentry Initiative.

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Reentry

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Prison staff must have the skills to show empathy, provide positive feedback and to intervene at critical times, Casey added. "You are agents for change. You have to remove barriers to change. Don't be one."

Swanson noted that the prison is changing a policy to put more emphasis on education among inmates, who will soon be required to obtain a GED before they can have work assignments. In addition, the prison's education and vocational programs will merge to create more efficiency, he said.

The unit and case managers offered a variety of advice and insights into challenges that reentry efforts face in prison. Among the comments:

- Some inmates prefer to spend their final few months in locked housing units to avoid incidents that could jeopardize their leaving. Delivery of treatment and other services are difficult in those housing units.
- Inmates have to be actively involved in development of their case management plans so they know what they need to do.
- Staff members need to understand that helping inmates in reentry is part of their jobs and is not something to be criticized as being "soft on inmates."
- Housing is a crucial element of the reentry process.
- Inmates from out of state lack family support in the community.

- Many inmates resist seeking a GED because they don't want to appear uneducated or to be teased by other inmates.
 - Communication between prison staff and community corrections staff is a necessity for inmates to successfully return to the community.
 - Inmates locked up for long periods of time lack social skills needed on the outside.
 - Inmates with heinous crimes and considered high risks to reoffend are very difficult to place in the community, especially in prerelease centers.
 - Some inmates refuse to participate in treatment and merely want to finish serving time and leave.
- Development of the DOC's reentry initiative is an ongoing process that requires involvement and commitment from all corrections staff, from inside the prisons to within the communities of Montana, Casey said. But it also requires the cooperation of all Montanans if the effort is to be successful, recidivism is to decline and Montana is to become safer, he added.

Montana Department of Corrections Mission

*The Montana
Department of
Corrections enhances
public safety,
promotes positive
behavior in offender
behavior, reintegrates
offenders into the
community and
supports victims of
crime.*

Annual staff survey shows

Seven of 10 DOC employees satisfied

By McKenzie Hannan
Human Resource Specialist

Employee satisfaction within the Montana Department of Corrections has remained fairly constant during the past three years, although satisfaction levels increased in nine of the agency's 14 divisions and programs during the previous fiscal year.

Those are some of the key findings in the department's latest annual staff survey.

Participation in the survey improved dramatically from 2010, when about a third of the department's 1,200 employees responded, to a response rate of more than half in 2011.

This is exciting because a hugely important part of the Human Resources Bureau's work is retaining employees and the key to doing that is ensuring they are satisfied,

identifying areas where they aren't and making changes. The staff survey provides employees with a chance to voice their likes, concerns and suggestions. HR compiles the survey results and presents it to the DOC Management Team with ideas for improvements.

The primary goal of the survey is to measure employee satisfaction, which has remained around 70 percent for the past three years. The rate was 71 percent in the 2011 survey.

The most satisfied employees in the department are those that have been employed less than one year, followed by employees who have been employed 10 or more years. The least-satisfied employees have been with the department 4-10 years.

The levels of overall employee satisfaction vary signifi-

Report finds no evidence to support allegations

Auditors: prison compliant

A legislative auditors' review of operations at the Crossroads Correctional Center, prompted by allegations made by an inmate's father at a legislative committee meeting in September, found no factual basis for the claims.

The auditors not only found nothing to support the allegations of the Helena resident, they also said the Department of Corrections has an adequate system for monitoring the privately run facility at Shelby.

Contrary to the complaints, the prison is complying with its contract with the state and "inhuman" treatment of inmates could not be found, the audit report concluded after three months of investigation.

"We did not note instances of noncompliance or inhumane conditions during our visits to CCC nor during our

interviews with inmates and staff," wrote auditor Ross Johnson. "Similarly, our review of various types of documentation did not reveal contractual noncompliance. The oversight mechanisms in place appeared to be comprehensive."

The report was given to the Law and Justice Committee, the same group of lawmakers that heard the claims. Several of the committee members requested a legislative audit after hearing the statements, but the auditor's office decided one was not necessary.

Instead, the auditors prepared a memorandum summarizing their findings. They reviewed practices related to inmate housing; food service; hobby, vocational and industry programs; recreation; access to legal services; medical care and mental health services; use of segregation cells; access to personal hygiene products; and staffing.

The auditors detailed the department's extensive ability to monitor the Crossroads facility to ensure compliance with contract provisions. They noted the agency has an on-site monitor at the prison and he has full access to the facility. In addition to that daily presence, other department employees make regular visits to Crossroads, the report said.

The auditors found inmates like their housing units, considering them larger and more comfortable than at other prisons. The report also said the food service operation showed no flaws and did not indicate the presence of

boxes marked as not for human consumption – one of the allegations made to the committee.

Pat Smith, chief of the Contract Placement Bureau, said rumors of the presence of such boxes in the kitchen area have persisted for years among inmates without any proof.

The report said inmates called health care excellent and that their access to legal services and mental health counseling was adequate.

The auditors reported finding no evidence to support the claim that inmates were denied adequate amounts of toilet paper. They said inmates were given a limited amount at one time because they sometimes use it to start fires or plug toilets to cause flooding. However, they emphasized that inmates indicated no problem getting toilet paper when needed.

The report did raise concerns about staffing levels at Crossroads and the ability of the prison to fill open positions, but it did not find violations of the contract as alleged. Staffing levels resulted in mandatory overtime and low employee morale, although no required security positions were left unfilled, it said.

Warden Martin Frink told the committee that the prison was "attacking the staffing challenges in a very aggressive manner." Recruitment efforts are under way statewide with an emphasis on those areas with higher unemployment, he said.

In addition to use of mandatory overtime, the prison – operated by Corrections Corporation of America – has brought in staff temporarily from other company facilities, Frink said.

The committee asked for an update on the staffing issue at its June meeting.

But two committee members suggested the auditors' findings point out the need for the panel to avoid jumping to conclusions about the accuracy of allegations made about corrections operations.

Sen. Steve Gallus of Butte urged other members to "filter" such claims in judging their validity and Sen. Jim Shockley of Victor said sometimes inmates and their relatives have a skewed view of corrections because of the circumstances of imprisonment.

Shockley said lawmakers must recognize the "tension" that can exist between corrections officials and inmate families, and how they can have differing views of the same situation.

6 We did not note instances of noncompliance or inhumane conditions during our visits to CCC nor during our interviews with inmates and staff. 9



Frink

DOC's 2011 in review

This is the time of year when everyone looks back over their shoulders at the past 12 months and measures the changes since the last time they put a new calendar on the wall.

It's a means of marking milestones, tracking time and taking stock.

For the Department of Corrections, 2011 brought with it lots of transition. Here's a look back at the top 10 developments during the past year.

1. Montana State Prison warden retires

Mike Mahoney retired in August after 16 years at the helm of the largest correctional facility in the state and 32 years in the corrections field. He joined Corrections Corporation



DOC Director Mike Ferriter (left) gets a laugh from Mike Mahoney during an event marking the warden's retirement.

of America as associate warden at Crossroad Correctional Center in Shelby. "It's time for me to move on," he said at the time. "I'm not burned out. I have good days and bad days in this job, like everybody does. It comes down to an old adage – it is better to leave five

years too early than to stay 15 minutes too long." Leroy Kirkegard, a Circle native, replaced Mahoney. A 20-year veteran of detention operations for the Las Vegas Police Department, Warden K quickly proved himself a perfect fit at the Deer Lodge prison.

2. DOC budget drops

The 2011 Legislature, controlled by Republicans concerned about a weak economy and what they believed were uncertain state revenue forecasts, approved a two-year corrections budget that is \$13 million less than requested and almost \$4 million below what was available to the department in the previous two years. GOP lawmakers, citing high unemployment and stagnant wages back home, also refused give state employees a pay raise – a move



Mike Ferriter introduces Leroy Kirkegard at a Chamber of Commerce meeting in Deer Lodge.

than continued a salary freeze implemented by the 2009 session. However, the budget did contain funding for up to 120 additional prison beds and 54 community corrections beds.

3. Key staff move on

In addition to Mahoney, several other longtime DOC employees decided to move on. Bill Dabney, agriculture director for Montana Correctional Enterprises (MCE), retired in November after three decades. Curt Swenson, chief of the Professional Development Bureau, announced in December his plans to leave for a training job with Montana State Fund. Probation and parole lost three staffers with a combined 63 years of experience in corrections. Regional Administrator Tom Forsyth and Supervisor Ed Duelfer, both from Kalispell, retired. Amy Gault, regional administrator in Missoula, left to move to Bozeman with her family. Mike Micu, an investigator at Montana State Prison, retired in May after 31 years, and Johnal Holst retired as industries director for MCE at year's end.



Bill Dabney walks among cows at the prison ranch.

4. DOC staff honored

Director Mike Ferriter in September was surprised when he received the prestigious 2010 Leadership Innovation Award from The Pacific Institute. The award from the nationally recognized motivational institute, honored Ferriter and the department for efforts to bring the institute's programs to DOC employees and many inmates under the agency's jurisdiction. Gail Boese, administrative officer for Montana Correctional Enterprises, received the 2011 National Staff Award from the national Correctional Industries Association.

5. Prison completes facelifts

Montana State Prison completed a pair of ambitious renovation projects giving new life, looks and functionality to the two oldest buildings at the Deer Lodge facility. A building that once housed outdated cellblocks was gutted and transformed into a low-side visiting room, inmate

Review

FROM Page 4



Renovated Rothe Hall at MSP

is now the Security Services Building. Next door, Rothe Hall got an elevator and remodeled classrooms, inmate library and hobby area, and meeting rooms for staff and inmates. The combined cost of the projects was \$3.1 million.

6. Infirmery earns accreditation

After more than five years of hard work, the staff at the Montana State Prison infirmery finally realized its goal in June. The National Commission on Correctional Health

Care awarded its accreditation to the program.

The review team praised the operation and its provision of health care services to inmates with words like “phenomenal,” “groundbreaking” and “excellent.”

Accreditation means the infirmery complies with dozens of national standards for health care in correctional facilities. The team responsible for achieving accreditation was among 14 DOC employees honored in September with the Governor’s Award for Excellence.



The MSP infirmery staff poses with their governor’s award.

7. Other personnel changes

Steve Ray left his job as warden of the Dawson County regional prison in Glendive to become superintendent of Pine Hills Youth Correctional Facility in Miles City. Tom Greene, the deputy warden at the prison, replaced Ray in the top spot. At Crossroads Cor-



Ray



Osler

property office, satellite infirmery and transportation office. What used to be referred to as “E Unit”

rectional Center in Shelby, Martin Frink replaced Sam Law as warden. Fern Osler, with 18 years of correctional experience, became executive director for the Board of Pardons and Parole. She succeeds Craig Thomas, who retired in April after 31 years in corrections, including 20 years heading the board’s staff.

8. Offenders help with sandbagging

Warm spring weather mixed with record mountain snow to spawn widespread flooding in many parts of Montana, including Deer Lodge. The inmate fire crew and offenders at Treasure State Correctional Training Center spent several days filling and stockpiling sandbags. Fire crew members also logged many hours placing sandbags to create dikes along key sections of Cottonwood Creek and the Clark Fork River to protect homes and businesses.



9. Reentry initiative launches

The Department of Corrections has long had programs and services to help offenders as they transition to communities, but more can be done to create a more coordinated and seamless system of assistance for homeward-bound offenders. The department created a task force during the summer to begin assessing the services available and to look for ways of improving and supplementing them. The group is working on such topics as risk and needs assessment tools, housing, employment, and children and family issues.

10. Succession planning under way

With the department’s aging workforce increasing the likelihood of more retirements in the near future, the department understood the need to plan for that time.

A succession planning project was launched at Montana State Prison early in the year to identify and prepare those staffers who may be in position to step into leadership roles when turnover occurs. Also, more than two dozen DOC employees completed in April a 12-month future leaders training course designed to prepare them for the day when they have opportunities to fill higher-level leadership positions.



Future DOC leaders gather in Helena.

Ferriter, Bunke, Menahan join national forum on recidivism

Two Montana Department of Corrections officials and a Helena prosecutor recently joined top officials from across the country at a national forum among state leaders working to ensure people released from prison stay crime-free.

The one-day forum brought together teams from all 50 states that included the heads of the department of corrections, legislative leaders and judges.

The purpose of the event was to position states to set targets, or in some cases expand on existing targets, for reducing reincarceration rates for individuals committing new offenses or violating the conditions of their release.

DOC Director Mike Ferriter; Pam Bunke, Adult Community Corrections Division administrator; and Mike Menahan, a state representative and deputy county attorney from Helena, made up the Montana delegation.

“The active engagement of high-level officials from all 50 states, as well as Republican and Democratic leaders in the Congress, in the all-day event demonstrates that reducing recidivism is a national, bipartisan goal,” Ferriter said. “Even in these difficult fiscal times, we all agree that making people’s transition from prison to the community safe and successful is smart policy because it increases public safety and reduces state spending on corrections.”

Congressional leaders, as well as representatives of the U.S. Department of Justice, spoke about how the federal government can collaborate with state governments to translate the research about what works in reducing recidivism into policy and practice. Experts emphasized proven cost-effective strategies, such as concentrating supervision and treatment resources on those people most likely to reoffend.

A report from the Pew Center on the States highlighted at the forum demonstrated that “if just the 10 states with the greatest potential cost savings reduced their recidivism rates by 10 percent, they could save more than \$470 million in a single year.”

Based on the cost of an average stay in Montana prisons, the state could save about \$49,000 for every offender able to remain on probation or parole rather than return to prison.

Drawing on lessons learned from reentry policies, programs, and research, teams from each state discussed what recidivism reduction goals make sense for their state, how they might achieve these goals, and what benchmarks could be set to measure progress.

The costs for those attending were paid by the Council of State Governments (CSG).

The event was organized by the CSG Justice Center, and planned in partnership with the Association of State Correctional Administrators; the Bureau of Justice Assistance, U.S. Department of Justice; the Public Welfare Foundation; and the Pew Center on the States.



From left: Mike Menahan, Pam Bunke and Mike Ferriter at the national conference on recidivism.

‘Even in these difficult fiscal times, we all agree that making people’s transition from prison to the community safe and successful is smart policy because it increases public safety and reduces state spending on corrections.’

-Mike Ferriter, DOC director

Health services management reviewed

The Department of Corrections Management Team has approved a recommendation to enhance medical case management and oversight to its facilities and contractors across the state with the addition of a managed care nurse under the Health Services Bureau.

The recommendation to increase services at the managed care level rather than add an additional division administrator to the department's organization was endorsed by the team at its January meeting.

The bureau will be included in the Administrative and Financial Services Division.

The changes are the product of a nearly two-year review of DOC health services that began in July 2010 when DOC Director Mike Ferriter temporarily assigned Cathy Redfern, health services manager at Montana State Prison, to the task.

She was charged with assessing DOC health services component and developing a recommendation for the on-going management structure for offender health care that costs about \$12 million a year.

"It was clear in reviewing the health services area that the bureau chief needed support and assistance in the area of managed care and monitoring," Redfern says. "For much of the past two years, the bureau chief was unable to do any planning or projects because she was buried with the day-to-day crises at various facilities and programs. This plan will allow her to function as originally intended."

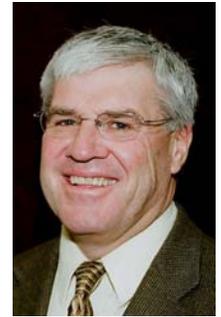
The addition of a second managed-care nurse will provide improved case management resources that are necessary to provide support to the 25 different facilities and programs that house adult and juvenile offenders throughout the state.

This oversight and cost containment role

HEALTH, Page 24

From the director

Mike Ferriter



In the last edition of the *Signpost*, I addressed my experience in Washington, D.C., related to reentry and the importance that such programs and services is receiving nationwide.

Since that time, a question surfaced: Why do we need to focus our attention on reentry?

To me, it boils down to one number – 37 percent. This number reflects our overall recidivism rate that measures the pace at which offenders return to prison. It means that nearly four out of 10 offenders released from prison will come back to prison within three years.

I can offer a reasonable explanation as to why our rates are better than most, but not as good as some. We're about in the middle of the pack among states with recidivism measures similar to ours.

However, I think all of us would agree that four out of 10 is a rate that can be improved.

The department must accept the fact that we need to do things differently to reduce this number. Every inmate also needs to look at why he or she has failed previous opportunities to be successful outside of prison.

It is my expectation that inmates will have a chance to look at statistics that will indicate their potential to recidivate and, hopefully, better understand the effort that's needed to avoid returning.

Recent statistical information confirms what many of us might have guessed regarding recidivism indicators. The following are results of our analysis of returning inmates during the past three years. As you can see, we found four key factors that appear related to the likelihood of an offender's return to prison within three years of their release:

1. if the offender is under the age of 25;
2. if the offender is released from a high-custody level housing unit; and
3. if the offender has been out of prison for less than 12 months
4. if the offender is leaves and is on probation or dis-

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**By McKenzie Hannan
Human Resource Specialist**

Change. It's a word that seems to strike fear in the heart of many.

This is the time of year when everyone starts to think about change. With the beginning of the new year, people often vow to make changes with the turn of the calendar page. They make resolutions to change something, generally with the hope of improving upon some aspect in their life. And that change is viewed as good.

But, what about the other kind of change – the change that people weren't expecting or hoping for, the change that just happens, the change over which people have no control? This is the change that people resent, especially when that change is at work.

In human resources, we know change is coming. The average age of department employees is 45 and the generational makeup is concentrated in the baby-boomer generation (49-65). To ensure continuing success of the department, we have to start preparing for the loss of mission-critical staff.

In the HR world, we call this succession planning. Wikipedia defines succession planning as a process for identifying and developing internal people with the potential to fill key business leadership positions in the company.

Last spring, the Human Resources Bureau and Professional Development Bureau started a succession planning pilot program at Montana State Prison for the top four positions at that facility: warden, deputy warden and the two associate wardens.

It was an intense program that combined various levels of leadership training, roundtable discussions with subject-matter expert administrators and job shadowing or mentoring with current incumbents.

Now we want to identify other divisions, facilities and programs that face the prospect of losing key staff so that we can begin implementing succession planning in those areas. We will be sending out a survey in the very near future to ask staff members what their future career plans hold. Answering this survey will be entirely voluntary, but the hope is that employees will provide us with this information so that we can focus our succession planning efforts there.

We also hope that people who are planning on staying in the department take advantage of the training and growth opportunities that these programs offer.

One suggestion we often get in our annual staff survey is that the department should offer mentoring or career development for employees.

Succession planning programs are a win-win. We are preparing the department to continue to be successful even after the loss of critical staff and we are investing in our future by developing the valuable staff we have.

“Each person's task in life is to become an increasingly better person.” – Leo Tolstoy.

Having gone through many changes this past year myself, I recognize that there is no such thing as an easy change. But it is from that change that we truly blossom, both personally and professionally.

In human resources, we know change is coming. To ensure continuing success of the department, we have to start preparing for the loss of mission-critical staff.

MSP trio receives quarterly honors



Officer Kraus and Warden Kirkegard



Dillon and Warden Kirkegard



Jovanovich and Warden Kirkegard

Montana State Prison and Montana Correctional Enterprises named three staff members as employees of the quarter for October through December.

Correctional Officer Bruno Kraus received the honor for security. He was recognized for his quick response in helping a fallen inmate being assaulted by two other inmates. Without hesitation, Kraus rushed to protect the inmate and secured the injured man in a locked cell.

Kraus upheld the ideals of selfless service, placing himself in jeopardy to protect a person in his charge. Montana State Prison is proud to have Officer Kraus on its team and he is commended for his dedication to duty. His actions inspire and stand as an example of the demands of this worthy profession.

Janel Dillon, dental assistant in the prison's dental services office, is employees of the quarter for support. She was honored for her keen eye and team support in the dental office.

Dillon pays attention to detail, keeping track of patients and ensuring they receive proper follow-up care. Her awareness keeps the dental office on target. The office appreciates her thoroughness and her ability to step back and stay on top of procedures in the dental office.

Lt. Sam Jovanovich was selected as employee of the quarter for management. The award recognizes his quick response after receiving phone call indicating problems in a high-security unit.

Jovanovich immediately responded, following institutional security procedures, directing staff and providing security for crime scene evidence. He made all the required notifications in a timely manner while maintaining his composure during an extremely stressful incident.

Jovanovich's actions demonstrated his ability to make good, sound decisions during a high-stress event, which is critical in this profession and his position.

To be honored with the quarterly awards, employees must meet specific criteria and be reviewed by a selection committee. The honorees receives a plaque, a certificate of appreciation, a special parking space during the quarter, have their photograph posted in the lobby area of the administration building and become eligible for the employee of the year award.





Spotlight

Pine Hill's Klaboe ends 40-year run

By Bob Anez
Communications Director

It was the late 1960s. A gallon of gas cost 35 cents, a 6-cent postage stamp mailed a letter and the word Internet was still a decade away from being coined.

But Rick Klaboe already was destined for the field of youth corrections and Pine Hills Youth Correctional Facility.

Klaboe, who retired in late January after 40 years working with juvenile offenders at the Miles City facility, remembers that 1960s day when he traveled to Pine Hills as part of a social work class from what was then Eastern Montana College.

"The instructor said afterward that the spirit of those kids was broken," he says. "I thought the exact opposite. I saw these kids as vibrant and full of life. I saw them as risk-takers and that's what could make them successful in life."

So Klaboe returned to Pine Hills in 1971, first as a recreation worker in the summer and then as a student teacher that fall. He had found his calling. In January 1972, he signed on as a social worker and became a supervisor in the early 1980s. A decade later, he took over as director of care and custody and then entered the teaching ranks in 1996.

"I just kept seeing so much positiveness in these kids," he says.

But what he didn't find were any surprises. Growing up in Butte, he encountered plenty of young men who had been in trouble with the law, so being around a state institution full of them was no big deal.

Klaboe remembers that the staff he joined became the first at Pine Hills to allow the kids outside of the buildings. He's proud of that milestone.

His background in agriculture resulted in him being placed in charge of a greenhouse at the facility and of a crew of boys responsible for maintaining the grounds. But his focus has long been on teaching life skills to the boys coming to Pine Hills.

It was a perfect fit from the beginning, Klaboe says.

"I'm a positive guy. Philosophically, I think I'm one of the examples that this system works. I've been here 40 years and every day I love my job.



Rick Klaboe at his Pine Hills desk. (Kelly Conley photos)

Klaboe

FROM Page 10

"I've always felt this is where it's at, working with kids," he says. "It's easier to change youth than it is to change adults. I always got along with kids."

So why retire, even at 64?

To maintain his teacher certification, Klaboe had to take some courses and he was first told that a class he took in Bozeman didn't qualify. Frustrated, he decided to call it a career. Although he later found out that the class would count toward his certification, Klaboe concluded the misunderstanding may have had a greater purpose so he stuck with his plan to retire.

"Things happen for a reason," he says of the mix-up.

He leaves with great satisfaction, and some of that sense of achievement comes far from the Pine Hills fence.

In his travels around Montana, Klaboe often encounters some of the Pine Hills boys he has worked with over the years. Some are in their 60s now. What he's learned from those chance meetings is that he has had a far-reaching impact on scores of lives.

"I have good relationships with them," he says. "You can build with all the concrete you want, but the only way you will make changes with young adults is with relationships."

The greatest change Klaboe has seen in his four decades at Pine Hills is the shadow of drugs.

"Drugs make a difference in the kids," he explains. "Truth takes a back seat. It makes them more reserved, withdrawn, less open, less honest. It's harder to get to know them."

Klaboe is unapologetically enthusiastic about the accomplishments by he and others committed to helping Montana's juvenile offenders. He leaves with a sense of

achievement, of having a higher purpose and reaching a meaningful goal.

"I believe," he says, "that people that work with children in this department are changing the social fabric of the state of Montana one kid at a time, one relationship at a time, one day at a time."

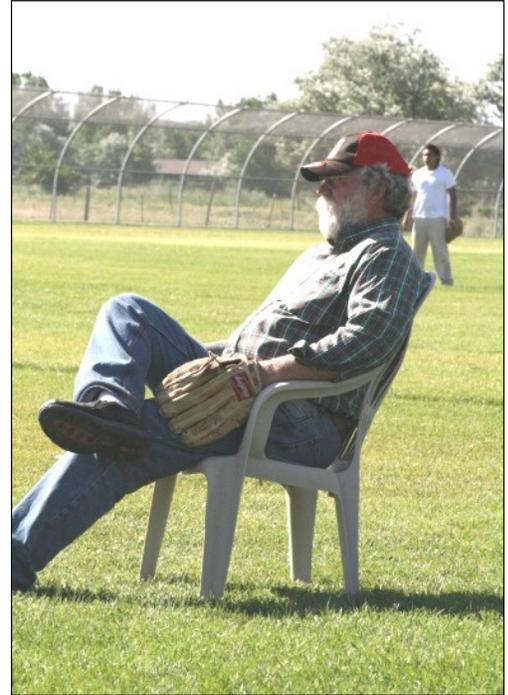
Klaboe praises the arrival of Steve Ray as superintendent last year, calling him a leader who embraces change and recognizes the value of staff establishing positive relationships with the boys.

Ray, in turn, understands the ripple effect of Klaboe's tenure at Pine Hills.

"Rick's definitely a guy who cares about kids," Ray says. "He enjoys being around kids and teaching kids. If you work at what he did for 40 years, you have to enjoy doing what you're doing to come to work."

Absolutely, Klaboe says.

"This has been an ideal spot for me. I don't like to think that this was my mission, but it was."



Rick Klaboe watches boys at Pine Hills play softball.

Column

FROM Page 7

charges his or her sentence and leaves prison to no community supervision.

These factors, along with inadequate housing and employment as well as a lack of positive family support, are a recipe for a return to prison, higher costs to Montana taxpayers and a less safe state.

Corrections professionals and offenders alike now have a better grasp on what seven ingredients to look for and to pay attention to as they provide and obtain services designed to help offenders fare well after leaving prison.

Now comes the hard part – utilizing this information to meet our challenge of reducing recidivism. I am confident that, with a clearer target and a focused emphasis on the seven factors, we can achieve better results.



New Collections Unit staffers

The Collections Unit in the Administrative and Financial Services Division recently welcomed four new employees to replace departing staffers. Left to right, they are Trevor Isles, Tamyra Blackburn, Pat Williams and Kiela Harris. The unit is responsible for collecting victim restitution payments and supervision fees from offenders.

Policy News

The Policy News Page summarizes all policy revisions since June 2011 and archives are available for your review on the left hand side of the page.

Several policies previously restricted from public view are becoming available including:

- 3.1.24 Security Threat Group ID and Management
- 3.1.33 Radio/Telephone Communication Systems
- 3.2.2 Tactical Teams
- 3.2.3 Airspace Security
- 3.2.8 Facility Lockdown

3.2.2 Tactical Teams- QRTs are no longer assigned at the onset of shifts.

In November 2011 DOC 3.1.8 Use of Force and Restraints was revised extensively. Review of this policy and its changes is highly recommended.

1.2.8 Procurement has been revised.

1.2.12 Offender Welfare Accounts now includes youth facilities.

1.1.6 Priority Incident Reporting & Acting Dir. System clarifies an absconder from a YTC is Priority I if the youth is a sexual or violent offender.



Hobby haven

Store provides outlet for prison inmates' crafts

**By Chelsi Moy
The Missoulian**

A small sign that reads "inmate craft store" lets drivers know that this is no ordinary hobby outlet or art gallery. Located across from the old Montana State Prison, the Montana State Prison Hobby Store displays artwork created by inmates behind barred walls, using limited tools and materials because of safety restrictions. Yet, the outcome is unique, colorful and beautifully handcrafted art.

"The ones who do hobby care about it deeply," said Linda Moodry, public information officer for the Montana State Prison. "A hobby is a privilege."

The small shop is full of belts, beaded Moccasins, horsehair key fobs and bridals, portraits and paper jewelry boxes.

For more than 30 years, inmates have created and sold their art to the general public. In the beginning, their art was sold from behind an information counter at the Old Prison. When the prison moved to its new location in 1977, the state opened a gift store across the street from the old location. Over the years, the pieces multiplied. Wall space at the hobby store was at a premium, said Sharon Sager, business specialist for Montana Correctional Enterprises.

Scott Abe, 45, has been an inmate at the prison for almost 15 years.

When he was transferred to the jail in Glendive in 1999, artwork that he had sent to the store two years earlier was returned to him in the same bag he sent it there in, evidence to Abe that it was never displayed.

"It was hard to display anything," Sager said.

A shortage of space for displaying all the artwork is no longer a problem with the completion of the recent renovation project in June. Now, the Montana State Prison Hobby Store is three times the size, although, still relatively compact.



ABOVE: Sharon Sager, business specialist for Montana Correctional Enterprises, talks about the expansion of the inmate hobby store.



LEFT: Inmate Scott Abe shows some of the horsehair bridles for sale at the Montana State Prison Hobby Store in Deer Lodge. (Photos by Tom Bauer, Missoulian)

Health & Wellness

By
April Grady



~ Stress is not what happens to us. It's our response TO what happens. And RESPONSE is something we can choose ~Maureen Killoran

EFT (Emotional Freedom Technique) Exercise:

Sitting comfortably and breathing evenly, touch fingertips to inner eyebrow for a few breaths, repeat, touching fingertips to outer eyebrow, under eye, under nose, and under mouth. This exercise promotes relaxation and instantly reduces stress. Practice EFT at least once each day.

Meditation: Meditate for 1 minute every day for one week. Sit quietly with eyes closed and count your breaths. When you reach 10, start over with 1 always focusing on your breath. Work up to 5 minutes per day.

Homemade Kitchen Com-

poster: The average person generates 1,600 lbs of trash every year! Forty percent of that waste is from packaging. The second largest contributor is food waste at 14 percent! Save veggie scraps, boil and strain to make free vegetable stock. Or build a homemade kitchen composting pail.

- Purchase carbon filters for litter boxes at a pet supply store.
- Drill holes in a circular pattern the size of the filter into the lid of a plastic kitty litter pail.
- Hot glue the filter to the underside of the lid (under the drilled holes). Use a small amount of glue so the filter can be replaced every 5 months. The filter will mask odors.



- Place a 3 inch layer of dried leaves, straw, or shredded paper to the bottom of your bin. Lightly moisten.
- Add a 3 inch layer of garden soil. Lightly moisten.
- Add your food scraps, avoiding dairy, meat and bones (they will cause odor and attract pets).
- Stir your compost as often as you can. It should be ready to transfer to your garden spot in 5 weeks.

Simple Tai Chi Patterns:

Tai Chi practice is known to reduce symptoms from arthritis, strengthen the immune system, lower blood pressure, and reduce headaches and stress. Try these easy Tai Chi patterns in the morning or at least once during each work day.

Pouring: Stand, feet flat on floor, shoulder width apart. Slowly “pour” all of your weight to your right side. Hold for a few seconds. Pour weight back to center, then pour weight to left side. Continue pouring from side to side, breathing naturally, for 2-3 minutes.

Neck Relaxer: Sitting in a chair with feet flat on floor, spine straight, drop chin to chest breathing comfortably, drop right ear toward right shoulder. Return to center, chin to chest, repeat on left side. Repeat several times ending with chin to chest, slowly bringing head up.

Arm Circles: Sitting in a chair with feet flat on floor, spine straight, raise arms in front of you, elbows slightly bent, wrists relaxed. Circle wrists outward six times, circle forearms outward six times, then circle arms and shoulders outward six times. Repeat all, circling inward.

Leg Cycling: Sitting in a chair with feet flat on floor, spine straight, raise right knee. Circle lower right leg six times clockwise, then six times counterclockwise. Circle right ankle six times in one direction then the other. Repeat with left leg.

Get a head start on spring cleaning by completing a one to four week spring “cleansing” diet. Avoid fast food,

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processed foods, canned foods, white flour and sugar, red meat, and caffeine. Increase water intake and eat more raw fruits and vegetables.

Recipe:

Cauliflower Cannellini Bean Soup

Soup Ingredients:

- 1 1/2 cups cooked cannellini or Navy beans (1 can)
- 4 c water or bean cooking liquid
- 1 bay leaf
- 1 unsalted vegetable bouillon cube
- 1 Tbsp olive oil
- 2 cloves fresh garlic, peeled, stemmed and minced
- 2 cups chopped cauliflower (1 small head)
- 2 stalks celery, trimmed and sliced thin
- 2 small carrots, peeled and sliced thin

- 1 tsp dried basil leaf
- 1/2 tsp dried thyme leaf
- 1/2 cup unsalted crushed tomatoes OR 2 Tbsp tomato paste
- Salt and fresh ground pepper to taste
- 2 Tbsp minced fresh parsley or basil leaves

Soup Directions:

1. If using canned beans, drain and rinse
2. Heat the beans with water or bean broth, veggie bouillon cube, and bay leaf
3. Heat the oil on low in a heavy bottomed soup pan
4. Prep the veggies
5. Stir fry the garlic in oil for 2 minutes
6. Add the veggies, and stir fry 2 minutes on med/high heat
7. Stir in the basil and thyme
8. Add soup stock and beans to the vegetables, bring to a boil, cover and simmer 15 - 20 minutes until the veggies are tender
9. Add the tomatoes or tomato paste, salt and pepper to taste and continue cooking another 5 minutes
10. Add the minced parsley and serve

Survey

FROM Page 2

cantly among the department's divisions and programs. The lowest level among employees at the Youth Transition Centers was half that in the Staff Services Division, which has a 100 percent satisfaction rate. Probation and parole (51 percent) and Montana Women's Prison (59 percent) have low satisfaction levels.

Riverside Youth Correctional Facility (90 percent), Montana Correctional Enterprises (86 percent), Treasure State Correctional Training Center (85 percent) and the Information Technology Division (85 percent) were among the highest levels of satisfaction.

Satisfaction was measured in four categories: teamwork, communication, department and personal development. Employees found a high level of satisfaction in elements of their jobs that focus on themselves, the work they do and their role in the department. The lowest levels of sat-

isfaction focus on external forces such as lack of a mentor, department communication of changes and decisions, department-wide teamwork and recognition for good work.

Employees' overall satisfaction with teamwork was 81 percent. When asked specifically whether they know how to be a good team player, all responding employees said they do.

Most employees also agree they have the opportunity to do what they do best. They are least satisfied when asked about department-wide teamwork, but believe the teamwork in their division, facility or program is better.

Employees had a 64 percent satisfaction level with communication in the department. Most employees believe they know what is expected of them at work. Slightly more than half of employees feel the department does a good job communicating changes or decisions and that they received recognition or praise for doing good work.

Staffers were 73 percent satisfied with the department overall. They

were most satisfied that their supervisor or someone at work seemed to care about them as a person. They were least satisfied with their opinions carrying weight.

Employees were 67 percent satisfied with their personal development at work. The highest area of employee satisfaction was having the materials and equipment needed to do the work. The lowest level was the lack of a career mentor.

The survey highlighted areas where the HR staff plans to focus efforts in the coming year: succession planning, retention and communication.

We will continue to refine and introduce more succession planning similar to a program at Montana State Prison last year.

We also plan to focus more efforts to retain employees, including interviews with staff and more career development.

Finally, we want to ensure staff realize the availability of HR services to provide support to all divisions, programs and facilities.

Regional Roundup



Items in the roundup are contributed by the regional probation and parole staffs.

Region 1

Congratulations to Officer Katie Burton for being named the region's employee of the quarter. She continuously demonstrates her commitment to manage the very challenging sex offender caseload in an effort to keep the community safe. She treats offenders with respect and uses a great deal of patience and professionalism. Burton is always willing to take the time to help her co-workers with a variety of issues. She completed an internship with federal probation and parole before joining the Department of Corrections as a probation and parole officer. She joined the Kalispell team in November 2005. The following March, Burton transferred to Missoula as a presentence investigation (PSI) report writer for the Missoula and Hamilton offices. In January 2010, she began carrying the sex offender caseload and became our region's sex offender specialist. The experience and knowledge that she has gained has helped to make Burton a great asset to the department and the Missoula team. We're fortunate to have her as a co-worker.

In January, Officer Jay Childress reached his five-year milestone with the department. He spent eight years as a gunner's mate and diver in the U.S. Navy before embarking on his career in corrections. Upon leaving the Navy, Childress worked as a corrections officer with the Gallatin County Detention Facility. Between 2004 and 2005, he worked with the Transportation Safety Administration while attending Montana State University where he received his degree in December 2005. Childress returned to work at the detention facility before joining the Bozeman probation and parole office in January 2007. He transferred to Missoula in March 2008 and has been our region's firearms instructor since 2009. He also has spent six years in the Naval Reserve.

In February,, Officer Sharon Parks-Banda reached her five-year milestone with the department. Before coming to Montana and the Hamilton office, Sharon was a police officer in Dallas, Tex., and spent the majority of her career overseas as the director for the U.S. Department of Justice's Criminal Division Law Enforcement Programs and the Department of State International Narcotics and

Law Enforcement Office and Narcotics Affairs Section in Central America, South America and the Caribbean. Sharon holds a bachelor's degree in accounting and finance and has a master's degree in business administration and global management.

The region has seen some staffers leave and others join our team the past couple of months. Lisa Boyington left the department in December. In January, Mike Schlattman went to work with the sheriff's department in Albuquerque, N.M. In February, Lynn Erickson took a job with the federal court system. At the end of December, we welcomed Matt Moore, Raela Brown, and Sean Goeddel to the Hamilton office. In January, Brad Engebretson transferred to Missoula from Hamilton. Missoula staff will miss all those that have completed their time in our region and welcome those starting a new venture here.

Region 2

The Bozeman probation and parole office has welcomed three new officers in the past six months: Erin Diehl, Suzi Smith and Larry Waugh. Smith and Diehl are the new PSI writers, while Waugh is a traditional officer. We also have a new officer in Livingston. Andrew Garmer has taken on the challenges of being a one-man office with a running start. All four have been a wonderful addition to the office and region.

Officer Arturo Gonzalez recently hit his five-year mark. Officer Jamie (Disney) Michel recently switched caseloads from the intensive supervision program (ISP) to the Gallatin County Treatment Court. Officer Candice Anderson will be the new ISP officer. Although down one officer, the office continues to take on the daily challenges with professionalism and patience. We are very proud of the Bozeman office for their dedication to the job.

Region 5

First we would like to say goodbye to Officer Dave Weaver, who will be leaving the Polson office after completing his 25 years of service in February. Dave has

Roundup

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announced his retirement and his last day will be Mar. 29. He began his career with typewriters and rice paper, and still prefers communication to be a voice on the other end of a phone. He shows up daily with one of his famous ties on. Over the years, Weaver has trained many who began their careers in Polson. He has been Supervisor Lori Thibodeau's partner for 13 years and she has witnessed people stop him on the street to thank him for helping them through their time on supervision. Weaver's sense of humor and storytelling abilities enthralls all who have the opportunity to listen. He has been a dedicated employee throughout his time with the DOC. Probation and Parole Bureau Chief Ron Alsbury gave Weaver a call on his anniversary date at 7:05 a.m. and, of course, Dave was there to answer the call. David Dowell, supervisor in Kalispell, says, "He is my mentor in many ways and a man I have total respect for. Genuine good guy, friend and one of the funniest guys I have ever had the privilege of being around." All his co-workers would agree. He is truly the best and has made a difference in this hectic profession. He will be missed, but there are new plans and new ventures in his future, so we wish him and Linda fun, adventure and luck.

We are also saying goodbye to Carol Moran Patton. She has been with our office as a specialized officer for two years. She has been a pleasure to work with and was a dynamic part of the Polson team. Carol has shared her expertise and wisdom with us, and our office is a better place because of her.

The region is proud to announce the Polson office has started a day-reporting program with a treatment accountability program for about 10 offenders. Officer Amy Reh-

bein will be running this program. It is a long-needed resource for our population and we are excited to see it happen. Thank you to Regional Administrator Dave Castro for making this happen for our region.

Region 6

In mid-December, regional staff attended the quarterly regional meeting in Glendive. The day began with PPCT (pressure-point control tactics) training conducted by trainer Lavonne Kautzmann and Cpl. Larry Gaede from Dawson County Correctional Facility. The pair provided an excellent training for all. Special thanks to Gaede for assisting with this training.



Cpl. Larry Gaede from Dawson County Correctional Facility demonstrates handcuffing techniques on Region 6's pressure-point control tactics instructor Lavonne Kautzmann.

Officer Jim Anderson has chosen to leave the department to pursue other interests. Jim was hired under a federal grant and worked as tribal specialist focusing on Native American cases in the Glasgow office. Jim was a joy to work with and will be missed by all.

DOC reviews offender population trends

The Montana Department of Corrections has made some minor adjustments in its offender population projections, reflecting trends seen during the first half of the current fiscal year.

The projection for the male prison population growth for the year ending June 30, 2012, was reduced from 2 percent to 0.4 percent after the average daily population through the first six months of the year remained largely unchanged. The forecast for the following three fiscal years still calls for about a 1.9 percent growth annually.

Meanwhile, the female prison population is increasing faster than had been expected. In the first half of the current budget year, the Montana Women's Prison has seen a 4.6 percent growth, almost twice the rate that the department had anticipated. In the coming three years, the number of women inmates is expected to increase by 5.5 percent a year, compared with a 2.4 percent annual projection previously.

Hobby

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During the summer, the shop is packed with summer tourists, sometimes upward of 40 a day. On this particular Thursday, Terry Jarvis browses the racks of key fobs in search of a gift. It's not the Missoula woman's first time in the store.

"I want to support them," she said. "Everybody deserves a second chance. Plus, it's amazing for the prices. It's too bad it's not packed with people."

Abe, who has worked at the hobby store for several months, shows a stack of custom orders from all over the country. Montana State Prison inmates are known for their horsehair artwork, Sager said. Retail stores all over the world request shipments of horsehair bridles, hat bands and belts.

Several years ago, Moodry knew of an inmate with a special talent for sketching and commissioned him to draw a picture of her two children from a photo.

A quarter of the proceeds from each sale goes to the store to pay for an employee's salary, the rent and utility bills. The rest goes to the inmate, unless the prisoner owes restitution, child support or victim support and then they receive a smaller percentage.

Prisoners set the price of their own artwork, which teaches them a thing or two about the economy outside the prison walls, Moodry said. If their art doesn't sell after a year, it's returned to the inmate to reevaluate their price.

Some of the belts cost several hundred dollars, but 80 to 100 hours of work goes into making one, said Abe, who has many items on display in the store.

Abe, like many of the inmates, finds time to work on his projects in between his regular job and other prison responsibilities. Inmates buy their own materials. Right now, he said, a pound of horse hair costs \$84. Others get creative using the aluminum foil from the inside of candy bars and pink carbon copy paper to create amazing things.

Abe would guess about 700 inmates from Glendive, Great Falls, Deer Lodge, Shelby and the Montana Women's Prison in Billings contribute to the store's inventory.

Occasionally there are classes, but mostly inmates rely on their cellmates to teach them how to hitch horsehair. At the same time, inmates take their hobbies seriously, hiding patterns and designs from other prisoners. Hobbies are a privilege that the inmates enjoy as long as they have good behavior. One infraction and an inmate could lose all of his materials, which equates to lost money, so the hobbies actually keep inmates on the straight and narrow, Abe said.

"Can you imagine if they didn't allow hobby in the prison?" he said. "People would still get creative."

The savings after four years from the sales of merchandise is what paid for the recent expansion, Sager said. No taxpayer dollars were used and inmates provided the construction labor. The wood used for the project came from the prison's lumber mill and the many black horseshoes that display the artwork came from the prison's work ranch. The horse bridles are hung on an old jail cell door.

The hobby store is open from 10 a.m. to 4:30 p.m. six days a week - closed Sundays - until April when the shop is open seven days a week through the summer.

EDITOR'S NOTE: This article and photos were published in the Jan. 9 edition of the Missoulian. Reprinted with permission.



Operation Warm Hearts

The Great Falls Prerelease Center recently had overwhelming success with a coat drive aptly named "Operation Warm Hearts." Many residents that enter the prerelease are not prepared for the harsh Great Falls winters, but must still walk or ride a bike to and from jobs. The prerelease staff recognized a need for coats and coordinated the collection to help supply those offenders unable to get coats on their own. Generous community donors such as the Rescue Mission, the University of Great Falls, and Benefis Hospital contributed. After the university held a drive in December, the supply nearly doubled to total 140 coats. Sheena Jarvey, community assistance counselor at the center, thought up the idea and Correctional Treatment Specialist Teresa Schreiner began organizing the process with the help of several fellow staff. Pictured: Correctional Treatment Specialists Matt Pea and Schreiner.



Tyler Wilhelm with his parole officer Michelle Verbance.

Two young parolees get into college

Two teens under community supervision of the Youth Services Division have reached major milestones in their education.

Tyler Wilhelm and Jordan Mantzey earned their GEDs last year and both are enrolled in college.

Their access to higher education was made possible under a pair of state laws that allows the Department of Corrections and the Montana university system to provide financial assistance to certain youthful offenders.

One law permits the department to provide residents of a state youth correctional facility who has completed high school with up to \$800 per year toward expenses incurred in attending a unit of the Montana university system. The money may be used for transportation, clothing, books, board and room.

Another law allows the Board of Regents to waive fees and tuition for these residents.

Wilhelm paroled from Pine Hills Youth Correctional Facility in June 2011, while Mantzey left the Miles City facility in early 2011. Wilhelm is in his second semester of college and Mantzey started in January.

Michelle Verbance, the two students' parole officer, said it's rare that she will see one young offender enter college in a year's time, so the fact that two of achieved that goal is noteworthy.



Jordan Mantzey holds his GED certificate.

DOC focuses on security for its information

**By Kimberly (Kessler) McIntyre
Information Technology Division**

Although many people may know me from calling the Department of Correction service desk, I caused some confusion by changing names and jobs in a relatively short amount of time.

I am the now the information security officer (ISO) for the department. The position was recently created to help deal with the new legislation, policies and guidelines with which corrections has to comply as a government agency.

The most immediate deadline requires the department to be in compliance with a state law the outlines the data security responsibilities of all state agencies. One of the mandates is that each department have an information security plan in place by July 1, 2012.

An information security plan includes a strategy to establish – among other things – an on-going risk assessment for all processes and systems, an end-user training program, and policies and procedures for the protection of all covered information, regardless of whether it is hosted on computers.

Because our entire business process relies on information from offenders, victims and employees, this will be a big endeavor requiring assistance from all divisions. Not only do we want to be good stewards of the information that we gather, but also we want to avoid the very costly expenses of information breaches and fines for noncompliance.

One of my first steps will be inventorying all protected personal information we store, so we can assess where we are the most vulnerable. Staff's help during this and all subsequent processes will be greatly appreciated.

I will continue to send out occasional warnings of security incidents and to post security newsletters on the DOC intranet site. In the meantime, I will be working to provide employees with information and training on how to better protect them, their families and the department.



Swenson wraps up 15-year DOC career

By Bob Anez
Communication Director

Curt Swenson spent his weekdays driving school bus, waiting tables, sending out job applications and hoping for work as a juvenile parole officer. It was 1997, and he was on the cusp of what would become a 15-year corrections career.

One day in December, he got a call from Mary Fay, then chief of the Department of Corrections' Probation and Parole Bureau. She had an opening as a juvenile intensive supervision officer. Although the position was funded by a grant for only a year, it was the opening Swenson wanted.

A decade-and-a-half later, his work in corrections

ended in January when he took a job with the Montana State Fund, which provides works compensation insurance to government and private businesses.

The last seven years with the department were spent in the Professional Development Bureau, which is responsible for providing training to corrections employees. He has been bureau chief since 2006.

"I would describe my time in training as an awesome responsibility," he says. "It's been extremely rewarding and being part of developing our valuable staff meant having a hand in shaping our whole system. That's pretty darn powerful when you think about it."

Lisa Hunter was appointed acting bureau chief while a decision is made on permanently staffing the position.

Swenson remembers that his initial interest in the criminal justice world was centered in young offenders. While studying for his bachelor's degree in psychology and sociology at the University of Montana, he worked as an intern with the Youth Court in Missoula.

He was influenced by local probation and parole officers he encountered in his work. "It really opened my eyes to the world of juvenile corrections," he says.

When he graduated in 1996, Swenson knew he wanted to stay in that field. "I had a lot of mentors in my childhood. It kind of urges you to pay it back."

He had sent out 42 job applications by the time Fay called him with the offer in Billings.

There he met Pam Bunke, then a probation and parole officer who trained him for the intensive supervision position. Swenson has fond memories of that time and the role she played in his career.

She was a mentor for most of my career," he says. "She has always been there. She raised me in the Department of Corrections."

He also learned from such colleagues as Cheryl Hoffarth, Kim Gray and John Williams.

"I have admired Curt's diligence and persistence in learning about corrections since his first day with the de-

I thought it was just going to be a transition position until the next job opened in juvenile parole. But I fell in love with it.'

Swenson has worked for the Department of Corrections for 16 years

Swenson

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partment,” says Bunke, administrator of the Adult Community Corrections Division. “As a ‘baby’ officer, he took to the job with little direction and was always fearless doing whatever it took to get the job done.

“Curt is one of those people who will continue to excel professionally,” she adds, “and it’s a pleasure to know him as a co-worker as well as friend.”

Although Swenson wanted to remain in the juvenile field, his position was targeted for elimination because of a small caseload. Bunke encouraged him to apply for an adult ISP officer’s position.

“I thought it was just going to be a transition position until the next job opened in juvenile parole,” Swenson says. “But I fell in love with it. It was more cut-and-dried than with the kids, where you had to deal with parents and the problems when youths fell back into their old ways and went back with their parents. But adults are solely responsible for their behavior.”

He enjoyed the ISP job because officers got to work closely with offenders and build relationships with them to the point where an officer almost knew when an offender was headed for trouble even before the offender realized it.

After two years as ISP officer in Billings, Swenson accepted the sole probation and parole officer post at Glendive and stayed there for 4½ years. He learned a lot about the world of corrections in supervising offenders scattered across six counties and 7,000 square miles.

In 2004, he became a training specialist – a move that was a fluke.

“I didn’t know the first thing about training,” Swenson says. “I thought it was short-term until I got back to the field. I didn’t know I had a knack for teaching people. But I found my niche. I learned I was good at it and loved it.”

The venture into training gave him a new perspective on his life: “If I had it to do over again, I would have become a teacher.

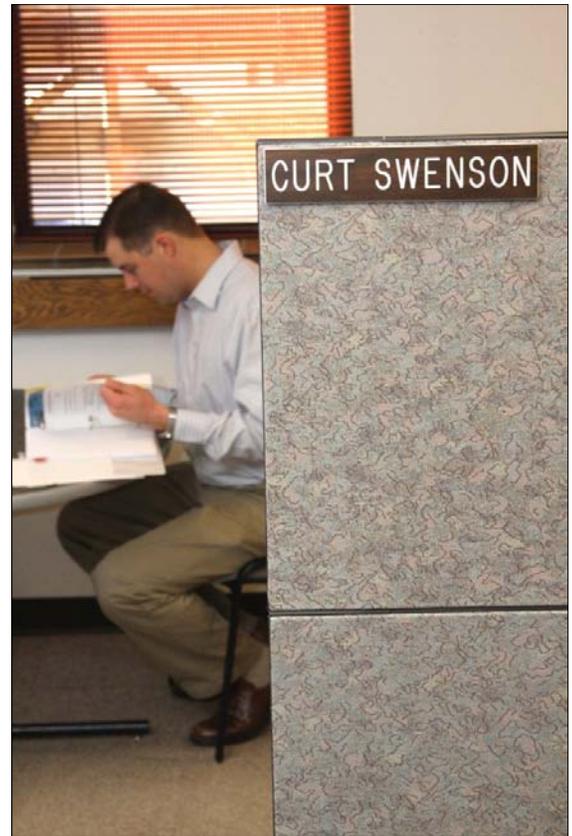
“It’s very satisfying – giving employees the tools that they need and watching them put those tools to use to make a difference in people’s lives,” Swenson says.

The most frustrating part of his experience is working within the confines of a government bureaucracy where he says policies and funding make it difficult to reward people based on their performance. But he also got discouraged “when I believe we had something to offer and they (employees) don’t want it.”

Swenson says he’s proud of his accomplishments, which include expansion of the training operation, launch of online training options, creation of the succession planning and leadership training projects, start of the new reentry initiative and bringing a nationally recognized motivational program to inmates and department employees.

Leaving corrections wasn’t an easy decision, but Swenson believes it was the right one.

“I’m not running from corrections,” he says. “This is an opportunity for me that is a better fit when raising five kids. But I’ll miss the people, especially my team in the Professional Development Bureau. I built great relationships. I’ll miss the daily interaction with people.”



Curt Swenson at work in his office

It’s very satisfying – giving employees the tools that they need and watching them put those tools to use to make a difference in people’s lives.’



Questions and answers about issues affecting corrections in Montana

Institutional probation and parole officers

By Ed Foley and Chuck Poland

What is an institutional probation and parole officer?

These officers, part of the Probation and Parole Bureau and known as IPPOs, are charged with facilitating placement of inmates in communities when they leave prison and are placed in the intensive supervision program, on conditional release, in prerelease centers, on parole or probation. They provide the coordination necessary for the Board of Pardons and Parole, prisons, probation and parole officers and prerelease centers to expedite the transition of inmates from an institution to a community.

How do they differ from other probation and parole officers?

Traditional P&P officers work in field offices around the state and supervise offenders already released to the community on probation, parole or conditional release. IPPO's clients, on the other hand, are incarcerated or in lockdown programs. Within a facility, IPPOs are concerned with inmate behavior while they are inside as it can affect the inmate's opportunities for release and under what conditions they are released. They also are concerned about the inmate's criminal history as it relates to the prison programs for which they qualify and can help them transition them to the community.

Do IPPOs and traditional field officers work together?

Yes. They cooperate to be better informed about an offender's history on supervision and progress that he or she has made in different areas. IPPOs often advise field officers about programs the inmates are involved in while in a facility and answer any questions about offenders' conduct that may arise. The goal is for a seamless transition from prison to community.

Do IPPOs receive different training than do traditional probation and parole officers?

No. All go through the same training, although IPPOs must familiarize themselves with the policies and procedures of the institutions in which they work

Where do they work and why do they work there?

An IPPO works with offenders who are serving time in correctional facilities. They work in such facilities be-

cause the task of preparing offenders for reentry to their communities cannot wait for an offender's release; it begins when they enter the facility.

When do they begin working with offenders?

IPPOs begin working with offenders as soon as they come into an institution. They answer their requests for information and track their applications to various community placements that may have been made prior to coming to the institution. They also attend all the inmates' initial classification meetings, explain to them the various options and timelines for community placement, and describe the proper procedures for applying.

As an offender nears release, how does an IPPO work with that person?

Once the offender is within 120 days of release or parole, the IPPO begins helping the offender develop an acceptable release plan that involves housing, employment, follow-up treatment, Social Security appointments, travel plans and mandatory registrations. If the plan is approved by an assigned supervising probation and parole officer in the community where the offender plans to go, discharge or parole paperwork is completed along with institutional paperwork so that the offender can be released. They work with the supervising officer to set up the offender's reporting date and time. They make sure paperwork is copied and distributed to the appropriate entities. IPPOs also work with the state Department of Justice regarding reentry paperwork and identification for offenders. IPPOs can be asked to help prepare presentence investigations, fill in for P&P officers in the same area, and transport offenders to treatment facilities.

What are their goals?

An IPPO's goal is to help offenders move forward toward productive lives so they can become contributing members of their families and their communities. The ultimate goal is give offenders the tools to be successful in communities, reduce recidivism and make Montana a safer place to live for all.

Q&A

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Why is the work of IPPOs so critical?

IPPOs are the link between prison and the world outside of prison. They help offenders understand how the system works. IPPOs ensure that proper policy and procedures are followed so offenders can be released. They arrange transportation, housing and financial assistance and are an essential bridge between facility staff and the rest of the department.

When does their work with offenders end?

The work with offenders never really ends. While they may not be incarcerated, some offenders may still contact an IPPO regarding programming they have done while incarcerated. Some just want to keep in touch with an IPPO who helped them in their transition to society.

In what other ways do IPPOs work with offenders?

They answer questions about DOC policy and about requirements of the department. IPPOs assist offenders in applying to college and when they need to contact their attorneys or the courts about warrants or misde-

meanor court obligations. When asked, IPPOs will proofread offenders' correspondence to the court or their attorneys.

How do IPPOs work with other staff in prisons?

IPPOs work jointly with the case managers, classification staff, and medical and mental health staffs in setting up appropriate plans for release. If the mental health or medical staffs advise IPPOs of issues, the officers can help arrange outside assistance. This information is relayed to the Parole Board as needed and to traditional supervising officers investigating a proposed plan.

What kind of work do IPPOs do with community-based programs and services?

IPPOs locate and work with statewide and sometimes out-of-state community-based programs and services to obtain housing and/or treatment for offenders. The housing and other programs must comply with court judgments, community conditions imposed on an offender and Board of Pardons and Parole rulings.

What is the greatest challenge IPPOs face in working with offenders?

The greatest challenges are offenders discharging with no housing, employ-

ment or family support, and those offenders offered parole with no place to live. Inmates discharging without housing have to stay at a shelter until they can find jobs. If the released inmate is a sex offender, sometimes he does not even have the option of a shelter, because some will not accept sex offenders. These predicaments make it very difficult for offenders to comply with conditions of their release.

In what aspect of their work are IPPOs most successful?

Work is successful when inmates are released and become productive members of society and rejoin their families to benefit from their support.

What makes this job worthwhile?

Once in a while, an officer is thanked by offenders as they go out the door, telling IPPOs what a good job they do or that the offenders appreciate the help or being treated like they are still people. When a plan is approved and a date set for release, the excitement on offenders' faces is a light at the end of the tunnel for them. Sometimes officers receive letters or telephone calls from offenders telling them of a success, a job, a home, a life. That is the job's true reward.

Population

FROM Page 17

Programs offering alternatives to prison, such as treatment centers, sanction programs and assessment centers, are on pace for a 3 percent population growth this year, slightly less than the 4.2 percent that had been expected.

The offender population in pre-release centers this year is down 1.1 percent, although the projection had been for a nearly 5 percent growth. The centers' population is expected to increase about 2 percent annually during the next three years, rather than almost 5 percent projected before.

The probation and parole population is continuing its fourth year of small declines, down about 1.7 percent. The number of probationers and

parolees is projected to be relatively flat over the next three years.

Although increases are expected to continue in the prison populations, which carry with them higher costs and the need for additional capacity, the slow pace of growth in the rest of the corrections system means that the overall offender population will change only gradually in the near future. The projections indicate an annual growth in total number of offenders just under 1 percent.

DOC profile: young staff, high turnover

The Montana Department of Corrections has one of the youngest work forces, one of the highest turnover rates and one of the greatest rates of unionization among state government agencies.

That is some of the information found in the latest State Employee Profile, published each year by the Department of Administration's State Human Resources Division.

The report says the average age of corrections employees as of Nov. 1 was 45, the third lowest among 26 state agencies. Only the Office of Public Defender, the newest agency, is lower at 44. The Board of Public Education has only one 43-year-old staffer.

The average age for all state employees was 48.

The Corrections Department's turnover rate from November 2010 through October 2011 was 18.4 percent. That means nearly one out of every five employees left the agency during those 12 months. Only four agencies – Political Practices, School for the Deaf and the Blind, Military Affairs and Montana Arts Council – had higher turnover.

However, Political Practices has only four employees and the Arts Council has only nine staffers, so the departure of only a few employees created the unusually higher rates. The average turnover rate among all state agencies was 13.5 percent. The lowest rate was 7.1 percent in the Department of Natural Resources and Conservation.

Turnover does not include those employees who transfer from one state agency to another. In corrections, the department had 12 employees transfer in and 11 employees transfer out last year.

Almost seven out of every 10 Corrections Department employees (68.7 percent) are union members, compared with an average of 61.2 percent for all agencies. Corrections ranks eighth for unionization. The Office of Public Instruction has the highest rate at 84.8 percent.

The report also noted that the turnover rate for all of state government has increased significantly in the past two years and so as the number of retiring employees. Last year saw 433 employees retire, a nearly 47 percent jump from the 295 who retired in 2009.



Health

FROM Page 7

is currently conducted by three staffers, including the bureau chief. Since 2003, their scope of responsibility has expanded significantly to include 17 community corrections programs, such as revocation and treatment centers.

The second managed-care position will be located in Billings, geographically complementing the existing position in Helena. It will benefit eastern Montana programs in Billings, Miles City, Glendive and Lewistown.

Laura Janes, who continues as Health Services Bureau chief, said managed-care nurses are critical to controlling medical costs while ensuring the provision of appropriate and timely health care for offenders.

“They orchestrate what health care is available at each facility, and direct and make decisions on where an of-

fender goes and whether they go for care,” she says. “It’s about managing care and cost containment.”

The addition of a second managed-care nurse will mean more onsite visits to ensure compliance with the contracts that DOC has for provision of health care, Janes adds. They make sure services contracted for are actually being provided.

During her temporary assignment, Redfern gathered information and suggestions from the department divisions that rely on health services to manage offender health issues and the costs associated with providing care. Limited resources and fiscal constraints factored into the assessment and recommendation, she says.

While the long-term needs in DOC health services are expected to grow with an aging population and may someday warrant additional staff or a separate division, this recommendation focuses on the immediate need – additional help at the program level to manage care and costs, Redfern says.

The Training Times



Training staff had mixed year

By Lisa Hunter
Acting Chief
Professional Development Bureau

The past fiscal year, ending June 30, 2011, was marked by several major accomplishments within the Professional Development bureau, as well as some major setbacks.

Most significantly, the bureau was able to launch a complete distance-education program for the Department of Corrections. The Corrections Distance Education Program included the implementation of a learning management system, development and delivery of more than 45 online courses, several webinars and access to thousands of courses for all DOC staff.

Other accomplishments include the implementation of five new supervisor training programs that address leadership and management training at all levels of the department. Professional development staff, along with the Human Resources Bureau, also developed and implemented a pilot succession planning program at Montana State Prison.

In FY2011, the Professional Development Bureau delivered a total of 678 hours of classroom training and 590½ hours of online training, for a total of nearly 1,270 hours of professional development to our staff.

While the total number of hours is very similar to the previous year, we now offer more than 43 percent of our total training using distance education. This represents a 20 percent increase in distance education from the year before year and has led to a dramatic decrease in department spending on travel and training costs.

To review the bureau's summary report, go to <http://cor.mine.mt.gov/content/Training/ar.pdf>.

The bureau had to overcome two major setbacks this year due to budgetary constraints.

The department's budget mitigation efforts reduced the bureau's operating budget \$36,961, or 42 percent. The bureau also lost a pair of full-time training positions, representing a fourth of our staff.

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The importance of giving feedback

By Lisa Hunter
Acting Chief

Professional Development Bureau

Providing feedback is something that we do every day. But do we provide effective feedback to get results?

The DOC Training Center in Deer Lodge recently hosted a “Lunch and Learn” session on “How to Deliver Feedback in a Way that Gets Results.”

The presenter, Phil Reynolds, explored the key skills of delivering feedback. Poor feedback skills can negatively impact performance within an organization. Effective feedback guides and inspires improved performance and better relationships. How you deliver feedback to people may improve individual performance, promote trust and confidence in relationships, and encourage behaviors which increase productivity in your organization.

Participants provided learning concepts about the webinar:

“Pure feedback is open ended and non judgmental.”
“Motivation & ego – are you willing to look at yourself as long as the employee.”

“Non-verbal feedback should mirror your verbal feedback.”

“Using your words sometimes needs the mute button.”

“It gives you insight on how to approach a person.”

“Provided the what and how to providing feedback and why you want to provide it to a person.”

“Provided information about a missing in action manager and hot to describe what it is you need from them.”

“Make sure you control the context when providing feedback.”

This is one of many “Lunch and Learn” sessions hosted at the DOC Training Center. You bring your lunch and the training staff will provide the learning session and a comfortable place to dine.

Got Training?

Check out the WebEx FREE webinars and online events training webinar site:

<http://www.webex.com/webinars/listing/type/ondemand>

There is a catalog of live and recorded webinars to choose from. Some title examples are:

Best Practices and New Innovations for Sourcing and Screening Potential New Hires

How to Deliver Feedback in a Way that Gets Results

Work-Life Balance Is NOT a Perk

6 Keys to Creating Learning Experiences that Inspire and Engage

Four Leadership Behaviors that Build or Destroy Trust

The length of each webinar is one hour. You may attend the webinar on your own or with a group. Just make sure you complete a roster and attach the course information to it. Forward the paperwork to Geri Miller so she can enter the training information into the DOC training database. Questions? Call your Professional Development Bureau staff! We are here to serve you.

Year

FROM Page 25

The staff reductions were a result of vacancy savings – the legislatively imposed practice of requiring jobs be left unfilled to save money – and subsequent legislative action.

While one position was transferred to the Department of Justice and still provides the same services, the other position represents the loss of a professional development specialist for the bureau. As a result, the bureau re-organized in an effort to meet the department’s training needs.

The bureau completed the annual training plan for the current fiscal year. The plan identifies five mandatory basic training programs, 27 mandatory in-service training courses and 44 open enrollment in-service and professional development training opportunities.

Effective Jan. 1, the POST (Peace Officer Standards and Training) Council adopted a resolution, which states all POST-certified positions must complete 40 hours of in-service training every two years.

To review the DOC training plan, go to <http://cor.mine.mt.gov/training/default.mcp.x>.



Training targets suicide danger

Research show that, perhaps even more than employees in other branches of law enforcement, corrections staff is at higher risk for suicide than the general population.

Desert Waters, a national outreach organization dedicated to increasing the occupational, personal and family well-being of correctional staff, plans to offer a new training for trainers on corrections staff suicide. This will allow certified and licensed trainers to take the material back to their fellow employees with goal of preventing further loss of life.

In March, Rae Forseth, professional development specialist, and Dave Garcia, training specialist at Montana State Prison, will attend this training in Canon City, Colo., in order to develop a new curriculum for the Montana Department of Corrections.

Topics to be addressed include:

- risk factors for suicide
- situations that can lead to suicidal thinking
- danger signs
- debunking myths about suicidal behavior
- ways to find out if a friend or co-worker is suicidal
- intervention techniques
- responding to a colleague who made a suicide attempt

<http://desertwaters.com/>

Weapons in the Workplace

If Confronted Try To:

Stay Calm

Keep in mind that an individual who threatens you with a weapon hasn't decided whether to use or not. In many cases the person is terrified. If the person senses that you are losing control, it will most likely escalate the situation.

Avoid Rushing The Individual

Unless you feel it is your only option, attempting to disarm a person with a weapon is extremely dangerous.

Focus On The Individual, Not the Weapon

When threatened, the weapon is often the only object of our attention. Try to remember that a gun, for example, presents absolutely no danger to anyone until someone decides to fire it. Focus on the person holding the weapon, not the weapon itself.

Negotiate

This is not as complicated as it sounds. Try to get as many little, "yeses" from the person threatening you as possible. Start with basic requests such as "is it okay if I take a deep breath?" The more "yeses" you can get, the better chances you'll have that the person won't use the weapon.

Step Back

Try to negotiate permission to take at least three steps away from the individual. If allowed, the increased distance reduces both the person's anxiety and the accuracy of the weapon if it is used.

Buy Time

Time is an asset. The longer you can talk to the individual, the less likely they are to use the weapon.

CAUTION:

Weapons in the workplace are dangerous emergency situations that are best left to professionally trained personnel.

However, if you find yourself trapped in a situation with no other options, you may choose to follow these suggestions until professional assistance arrives.

Quick Reference Prevention Series by CPI

March Training Schedule

Subject	Date	Location
Effective Communication	March 6-9	Alternatives, Billings
Avoiding Offender Manipulation	March 7	Montana State Prison
Avoiding Offender Manipulation	March 8	Montana State Prison
True Colors	March 15	Montana State Prison
Basic Instructor Development	March 19-23	DOC Training Center

To view these training announcements; or to view other additional training opportunities, you may go to the Intranet training page: <http://cor.mine.mt.gov/training/default.mcpx>; or the Internet training page: <http://www.cor.mt.gov/Resources/Training/default.mcpx>

Comings

These lists of new and departing employees cover the period from Dec. 3 through Jan. 27. If you notice errors or omissions, please contact the *Signpost* editor at banez@mt.gov.

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Stacey Huston
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Mark Tollefson
Adam Underwood
Anthony Woods
Dawn Woods

R=retirement



LADDER Graduates

Four Department of Corrections staffers recently graduated from a nearly year-long course designed to identify and prepare future leaders interested in possibly holding top positions at Montana State Prison. Left to right, Maj. Tom Wood, head of security at the prison; Chris Conell, maximum-security unit manager at MSP; Wayne Bye, DOC monitor at Great Falls Regional Prison; and Tom Wilson, religious activities coordinator at MSP. (Photo by Linda Moody)

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