



Correctional Signpost

2010
No. 6



DOC submits 'maintenance' spending plan

The Department of Corrections budget submitted to the 2011 Legislature requests money to handle the expected offender population growth over the next two years, expansion of the victim notification system, security equipment for the women's prison and increases in medical expenses for inmates.

The budget asks for \$179.9 million in fiscal year 2012 and \$185 million in fiscal year 2013. New proposals account for only 0.5 percent of the two-year budget; the rest of the funding is sought to maintain existing programs in light of projected growth in the offender population.

"This is largely a maintenance budget," says DOC Director Mike Ferriter. "With the limited revenue available in state government, we're just asking for money to maintain what we have and to be able to deal with the projected growth in the number of offenders under our supervision."

The budget calls for a reduction of 17½ full-time employees as part of the statewide effort to trim spending. The decrease will save an estimated \$1.8 million during the next two years.

The budget contains \$9 million to fund increased capacity to accommodate an offender population projected to increase about 2 percent during the two-year period.

Included in that proposal is a prerelease center in northwest Montana, which has been in the works for the past few years, as a local committee looks for a suitable location for the 40-bed facility. The department received funding for the center from the 2009 Legislature, but the money was cut from the budget as part of state government's effort to deal with declining revenues.

Ferriter says a prerelease center in the only populated area of the state without one remains a top priority for the department as it strives to keep up with demand for programs and services that provide alternatives to incarceration while preparing offenders for returning to communities.

"The northwest region is a major contributor of offenders to the corrections system and a prerelease there will better serve offenders from that area," he says.

In addition to the prerelease center, the population management funding proposes spending \$4.4 million to move the Missoula Assessment and Sanction Center to a privately run facility and using the existing site for its original purpose – as a regional prison. Another \$2.1 million would be used to expand programs offering alternatives to prison.



Correctional officers attend training graduation at the state law enforcement academy. From right, Mike Hotchkiss, Tim Hanifen, Josh Fields, Tanna Dickinson, John Dell, Sabrina Currie and James Barrington. (More photos on page 8)

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Budget

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The budget requests a \$1.6 million increase in funding for providing inmates with medical care outside of the corrections system. These are offenders who require treatment for health problems that are too serious to be addressed by department medical staff.

The budget includes \$302,558 to hire three mental health staff at Montana State Prison to deal with the growing demand for services to offenders with mental health problems.

The spending plan also contains about \$734,000 in one-time funding for improving security equipment at Montana Women's Prison, Montana State Prison and Riverside Youth Correctional Facility. About \$54,000 of the one-time funding would be used to expand and make more accessible the department's system for

crime victims to sign up for notification of changes in offenders' status.

The department is asking for \$219,000 to increase the use of special electronic devices that can detect alcohol levels in offenders being supervised in the community.

However, the bulk of the spending requests would allow the department to merely retain the programs and services already provided, including prerelease center and treatment programs beds and payment of overtime to correctional officers in the prisons.

"This is the kind of bare-bones budget that is needed to provide an acceptable level of public safety, while still being able to address offender needs in a meaningful way that will reduce the likelihood of them committing new crimes," Ferriter says. "We understand the financial situation facing the state and we have tried to do our part by presenting a realistic budget that fulfills our mission and meets the expectations of Montanans."

Montana Department of Corrections Mission

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

\$1 million in reductions

Spending cuts avoid red ink this year

The Department of Corrections reduced spending for the current fiscal year by \$1 million to avoid a projected deficit that would have required asking the 2011 Legislature for supplemental funding.

Nearly half the savings – \$499,809 – comes from leaving 14 full-time positions vacant. Another \$126,899 is saved by reducing the length of stay for revoked offenders in the Sanction, Treatment, Assessment, Revocation and Transition center, and nearly a \$100,000 cut came from ending subsidized bus service for Montana State Prison employees.

DOC Director Mike Ferriter noted the challenge in achieving so much in reductions with just a little more than half the fiscal year remaining.

"Our staff did great work in identifying where reductions could be made with the least impact on offenders and employees in the short term," he said. "We recognize the limited state revenue facing the next Legislature and wanted to do all we can to avoid making the situation more difficult by asking for extra money to get through this fiscal year.

"We done our part and acted responsibly because we believe that is what Montanans expect," Ferriter said. "This is significant achievement for an agency with little control over the demands on its programs and services."

The list of reductions was developed by the various divisions and approved by the management team in October.

The positions left vacant include an accounting clerk, division administrator, training and development specialist, probation and parole officers, and Pine Hills Youth Correctional Facility staff. However, leaving jobs vacant can have repercussions, including delays in processing accounting records, postponed training opportunities and increased workloads on other employees.



Management team reviews HR report

The just-completed annual human resources report was one of the major topics discussed at the Department of Corrections management team's quarterly meeting in mid-October.

McKenzie Hannan and Vickie Schiller-Long summarized the report, pointing out that it will be used not only to present personnel-related issues, but also determine how that information should be used in the future and who should be involved in addressing issues.

Native Americans are underrepresented in the department's work force, accounting for 1.6 percent of employees but 6.5 percent of the state's total population, Schiller-Long said. However, last year, the agency saw a 25 percent increase in the number of American Indian job applicants, mostly due to a concentrated effort to solicit Indian applicants for specialized probation and parole officer positions.

She said the department was able to reduce by 76 percent its costs of advertising open positions last year by using alternatives to newspapers, such as the free online classified advertising site, Craigslist.

Hannan said exit interviews with departing employees last year showed their most negative comments involved communication and opportunity for advancement in the department, and the most positive remarks pertained to employee benefits.

The report noted the most common on-the-job injuries were the result of falling, over-exertion and bodily reaction. Schiller-Long said special traction shoe attachments have been purchased for Montana State Prison in an effort to reduce falls.

She urged managers to make safety a standard agenda item in staff meetings and noted that the department's improved accident records has resulted in a nearly \$500,000 decrease in the agency's workers' compensation insurance premium this year.

Hannan said the annual report found that about 67 percent of annual employee appraisals were completed last year. She said supervisors must be held accountable for complying with the requirement for completing such evaluations on time.

Director Mike Ferriter suggested the HR staff send a reminder to supervisors that the June 30 deadline for com-

pleting appraisals is approaching. Some management team members said the evaluation form should be simplified, with the assessments tied to department mission and goals.

The report summarized employees' use of the federal Family Medical Leave Act, which guarantees staffers can take time off work for medical-related reasons, apart from using sick leave. Team members said employees need to be better educated about the law so they understand that using such leave is not a bad thing and will not be held against them.

The recent employee survey, which found decreased levels of satisfaction, raised concerns among team members. They discussed the fact that employees were not only less satisfied with their jobs than last year but also more dissatisfied than other employees around the country who took the survey.

But they also raised questions about the low survey participation rate. Only about 3 out of every 10 DOC employees took the survey and that concern about whether the results are representative of the feelings of all employees. Some staffers also misidentified where they work, which could skew the find-

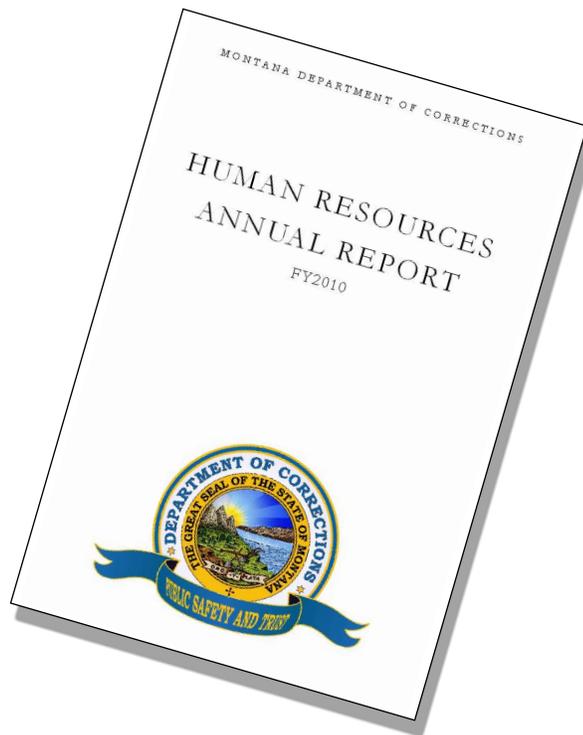
ings as they relate to individual programs and facilities, and make it difficult for managers to properly focus effort to address employee attitudes.

Ferriter suggested the HR staff set a goal of achieving at least 50 percent participation in the 2011 survey.

The team also reviewed budget projections for the current fiscal year showing an anticipated \$930,000 shortfall by mid-2011. Rhonda Schaffer, administrator of the Administrative and Financial Services Division, said the projected shortage could change depending on such unpredictable developments as retirement payouts, lawsuits, inmate medical costs, county jail rates and final costs of construction projects at MSP.

Schaffer suggested freezing all non-essential travel, training and hiring.

Ferriter said DOC staff must realize that the department



Communication Plan

Montana Women's Prison

EDITOR'S NOTE: This is the ninth in a series of division communication plans to be published in the DOC newsletter, as part of an effort emphasizing the importance of improved communications among DOC employees.

1. Management team meets weekly whenever possible. Minutes will be published for staff with exception of confidential information.
2. Operations manager meets with each department head individually weekly.
3. Management meets with offender representatives (Resident Advisory Council) once a month to discuss issues and review spending requests.
 - Meetings are attended by management team members, and inmate services, food services, and budget personnel.
 - Meetings are recorded and the minutes are published for offenders and staff.
4. The interdepartmental team meets every other Wednesday and includes staff from all areas of the prison: chemical dependency, Phase I Unit, education, chaplain, parenting, medical, mental health, financial and records management, inmate services and security. Treatment team members meet on the opposite Wednesdays to discuss treatment needs and issues with offenders. These meetings are recorded and the minutes are published, excepting confidential information.
5. Lieutenants meeting – deputy warden, security/operations and lieutenants meet every monthly. Minutes are posted; lieutenants brief correctional officers. Memoranda are generated to address policy or special program needs. Lieutenants are then required to pass information from the meetings to correctional officers during shift brief.
6. Warden and deputy wardens tour the building and meet with department heads weekly. The duty officer comes in for evening shift change and meets with evening shift lieutenants or calls in.
7. All-hands meetings will be conducted every six months with recommended attendance by all correctional staff. Awards such as employees of the quarter, service pins, and other notable accomplishments are recognized. A short question-and-answer session is included.
8. Incident reports are completed, distributed electronically and are available to all staff electronically. Management team members and department heads receive copies of all the reports.
9. Lieutenants conduct shift briefings prior to the start of each shift. Specialized lieutenants meet with staff monthly to discuss training and visitation.
10. Phase I Unit staff meets on Wednesdays to discuss offender progress notes, discuss counseling strategies and progress of Phase I Unit offenders and makes recommendations for offender phase changes.
11. When an internal task force is created to address a particular project (such as developing the therapeutic community), an electronic bulletin board is created for suggestions and questions and answers. Task force minutes are published.

12. The therapeutic community unit team meets monthly. Daily information is passed via e-mail, facility log notes and staff briefings. The therapeutic community team meets with senior coordinators from all housing units to discuss program changes, problems and ideas as needed or requested. Housing unit staff meets with the inmate structure board weekly. Unit Staff review and recommend room change requests, conduct level 4 peer-and-staff Interventions, and phase reviews. Results of these meetings are posted in the facility log notes.

13. A community calendar is used to reach all staff on various shifts to notify staff of upcoming events.

14. E-mail also is used extensively to reach both day and night shifts and send out facility-wide information. All staff members have state computer network access.

15. The warden interacts with management team members daily via personal communication or e-mail. Regular individual meetings will be scheduled to address personnel issues, progress towards goals, supervision issues, and to solicit information and suggestions to assist team members in fulfilling their job responsibilities.

16. A monthly e-mail newsletter to all MWP staff is published and includes minutes of MWP meetings that impact staff members' performance of their duties.

New policy specialist joins MDOC

Adrienne Landreth, who has experience in victim services and an education in corrections, became the Department of Corrections' policy specialist Nov. 1.

She replaces Mary Greene, who retired in July due to health issues.

As head of the policy unit, Landreth is responsible for development, review, revision and publication of 235 department policy directives. She works with all divisions in the agency to ensure that all policies are developed and maintained in accordance with applicable national standards and federal and state laws.

"This is a critical job in our department, because we rely so much on written policies in everything we do," said Steve Barry, who heads the Staff Services Division that includes Landreth's position. "Ensuring the policies are accurate, consistent and updated is crucial."

Landreth, who graduated from high school in Ogden, Utah, earned a bachelor's degree in criminal justice-corrections and psychology from Weber State University in 2007.

From July 2009 to July 2010, she worked in the state Justice Department's Office of Consumer Protection and Victim Services where she maintained departmental document archiving practices and reviewed past cases to ensure the procedures were in compliance with state regulations. In her temporary position, she also helped with training evaluations, project planning and web-based publishing.

Before joining the Justice Department, Landreth was community relations coordinator and manager at a restaurant in Utah for two years.

"The Department of Corrections is an integral part of ensuring the well-being of our community and I am honored to be part of your team" Landreth, 26, said of her new job. "I'll do my best to fill Mary's position and I appreciate any guidance or input as I move forward. I chose the Department of Corrections because of its reputation for efficiency and hard-working individuals. Hopefully my presence will add to communication and production of policies that fulfill everyone's needs."



Landreth

'This a critical job in our department because we rely so much on written policies in everything we do.'

-Steve Barry

DOC makes energy-saving progress

By Kara Sperle

Budget and Program Planning Bureau Chief

In 2008, Gov. Brian Schweitzer launched his 20x10 Initiative, a challenge to all executive branch agencies to achieve a 20 percent reduction in facility energy requirements by the end of 2010.

With the deadline near, the Montana Department of Corrections has nearly reached its goal.

The latest report analyzing energy use in state buildings shows a projected savings for the agency of 18 percent.

The department's projected savings stems from energy projects undertaken in conjunction with the Architecture and Engineering Division and the Department of Environmental Quality. They include projects at Montana State Prison (low side, close unit III, maximum security and industries), WATCH felony DUI treatment facilities at Warm Springs and Glendive, and roof and boiler improvements at Riverside Youth Correctional Facility. These projects equate to a projected savings of 16 percent, coupled with actual existing savings of 2 percent.



Despite these efforts, the department continues to look for methods of saving more energy now and in the future.

The agency's use of electricity, natural gas and propane cost \$2 million in 2008 and \$1.9 million the following year. The cost is divided almost equally between electricity and natural gas.

Corrections, with many facilities operating around the clock, is the largest state agency energy consumer. The largest facility and energy consumer is Montana State Prison, which is responsible for 69 percent of the usage.

Employees may ask how this effort affects them. While Administrative and Financial Services Division is responsible for proving energy savings components for reporting, the job of saving energy belongs to everyone.

Here's some steps employees can take to save energy:

- Switch off heating appliances when the office is empty.
- Reduce heating in areas that are not used often by people.
- When the heat is on, make sure windows are closed. This is the simplest way to keep your heating efficient.
- During winter, close windows and blinds as soon as the sun goes down. Temperatures drop much faster during this time in winter and this will reduce heat loss.
- Use natural light whenever possible. Ensure windows are clean and encourage staff to open blinds before thinking of switching on lights.
- Get staff involved by running a "switch-off" campaign.
- Do not use screen savers. It is far more efficient to use the power down settings available, or to encourage staff to switch off their computer monitors when away from their desks.
- Do not leave any office equipment on overnight.
- Share printers as much as possible avoids having printers sitting idle and requiring fewer printers need to be purchased.
- Avoid leaving any equipment on stand-by mode. It will still use energy and should be switched off instead.
- Use electrically powered tools rather than compressed air versions. These will use roughly one-tenth of the energy.
- Run photocopiers in batches to ensure that the photocopier does not spend more time than needed switching between high power and sleep modes.
- Although facility equipment can be updated and made more energy efficient, employee habits are the key. So please, remember to do your part!

CUTS

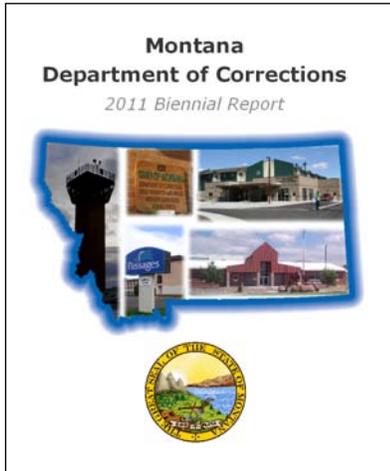
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"Everyone will have to step up and fill the gaps as best they can," Ferriter said. "We're hoping that few reductions will have a lasting impact."

Other decreases come from eliminating a state car for one investigator, reducing training hours for probation and parole officers, and travel and supplies cutbacks.

The bus service for prison staff was included because of a 35 percent decline in ridership during the past few years, from 46 employees per day to 30. At the same time, the state cost of providing the service increased each year.

2011 DOC biennial report available online



The 2011 biennial report for the Montana Department of Corrections is available online at

<http://www.cor.mt.gov/content/Resources/Reports/2011BiennialReport.pdf>.

The 151-page publication is prepared in advance of each legislative session. It contains a description of the various correctional programs, services and facilities in Montana, and includes an extensive collection of statistics on everything from recidivism rates and medical costs to victim programs activity and spending data.

It also has contact information for key departmental staff members, a glossary of correctional terms, the corrections code of ethics and the DOC organizational chart.

The report is used by lawmakers as they work on the department's budget and by DOC administrators as they provide information about the agency's budget requests.

The publication, printed by the Montana Correctional Enterprises print shop, is divided into categories that coincide with divisions and key functions of the department: director's office, victim programs, administrative and finan

From the Director

Mike Perita



Hopefully those who have regularly read my previous columns in this newsletter have picked up on the theme that the success of corrections is directly correlated to professionalism of our employees. I truly recognize that our success is hinged on the attitude and commitment of staff.

I had a recent experience that reinforced this belief.

A few days ago I was a visitor at a large Air Force base and had an opportunity to listen to a person speak about the importance of attitude and teamwork in the work the done by the U.S. Air Force. I looked around the room and thought about the mission of those in the Air Force, especially as it relates to the pilots who would be participating in an air show later that day. I thought about the absolute necessity for all to be on the same page, as a lack of consistency and precision is not an option for those pilots.

I also wondered, as I looked around the room, how these people serving our country are able to stay positive when they soon will be facing deployment and facing so many uncertainties that accompany an overseas military assignment. I also wondered how they stay positive in the eyes of their friends and co-workers, since a poor attitude truly would not aid their friends who also have so many unknown factors weighing on them.

I am not sure if the answers came from the speaker's words when he touched on concepts related to faith, commitment and focus on the mission, because the answers to my questions are more likely to be found within oneself. However, the Air Force personnel in the room, as well as their families, seemed to take some comfort in these concepts.

As I left the base, I asked myself whether our corrections employees encounter these same feelings when they walk into their probation and parole office or enter one of our secure facilities. Do their families wrestle with some of these same issues and concerns?

I answered my own question, knowing that they surely do.

The thing that is bothersome to me is not knowing if we approach our work with the same consistency and positive attitude that I viewed while visiting the base. Obviously the importance of precision is a bit higher if you are a jet pilot. But I believe the necessity to be committed to our mission, the importance of working as a team and the value of remaining focused is not that much different than that required of the Air Force men and women I met that day.

Officer GRADUATION



Twenty-six correctional and detention officers from across the state completed their four weeks of training at the Montana Law Enforcement Academy in October. The roster included 13 officers from Montana State Prison, one from Montana Women’s Prison, nine from county sheriff’s offices, two from Rocky Boy Agency and one from a police department.



DOC Director Mike Ferriter (above) told the graduates their jobs represent the front line of public safety. Winnie Ore, former head of the DOC training program (above right), advised the graduates to choose words carefully, don’t take things personally, avoid making assumptions and always do your best.

TOP TO BOTTOM: Sabrina Currie, Montana Women’s Prison, accepts the academic award from Tracy Napier, program manager; John Dell, Montana State Prison, receives the class inspiration award; Steve Eckels, MSP, holds the class representative award; and Scott Johnson, Musselshell County sheriff’s deputy, accepts the defensive tactics and crisis intervention award from Rae Forseth, DOC professional development specialist. Johnson also received the outstanding officer award.

Lawmaker comments on boot camp visit

EDITOR'S NOTE: The views of first-time visitors to correctional facilities are useful insights into how programs and services are perceived by the public. Rep. Jesse O'Hara, R-Great Falls, and his wife, Julie, recently visited the Treasure State Correctional Training Center. This letter is his response to what he saw and heard.



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The Big Sky Country

MONTANA HOUSE OF REPRESENTATIVES

October 14, 2010

Dear Greg, Joe, Kelly, and Treasure State Staff,
My wife, Julie and I want to thank you for taking time from your very busy schedules to show us around the Treasure State Boot Camp facility. We were impressed with all your hard work, knowledge, and raw courage it takes to run an institution like this.

The graduation ceremony's Trainee made a strong statement showing his success, respect, and hope he has gained for his future, and that is all accredited to you, your staff, and amazing program, not to mention a sincere desire in this young man's heart to become a productive citizen in today's society. The intake process also made a strong impression, showing the hardened hearts and minds of men, being broken down to reveal the cores that are worth saving, if they indeed choose to do so. One would never guess that an institution like this would be nestled in such a beautiful, serene, and inspirational setting. But what better setting to keep men and women inspired, and instill hope in their hearts? We were pleased to see the community connections they had, and were amazed at all the wood they hand cut for those families in need. After all, it's in giving back that we truly receive the gift ourselves.

The two Trainees I questioned seemed sincere and very respectful in their responses, both giving very detailed, clear and thoughtful answers. Thank you once again. I look forward to seeing you in the legislative session, and may be back again with others during that time. Let me know if there is anything I can do to help you in the future.

Respectfully,

Jesse
Jesse O'Hara

P.S. The lunch was delicious too.

Emergency planning, paralegal jobs filled

Experience is the byword for a pair of new Central Office employees.

David Vaught is the department's new emergency planning and preparedness manager, replacing Garrett Fawaz, who left in June for a job in the private sector.

Vaught was born in Kansas City, Mo., and graduated from Grandview (Mo.) High School. He obtained a bachelor's degree in criminal justice administration from Park University in Parkville, Mo., in 1996.

For the past three years he was emergency preparedness training and exercise officer for the state Department of Public Health and Human Services. Before that, Vaught spent 21 years with the Department of Energy's National Nuclear Security Administration and was a police officer in a Kansas City suburb.

He also has been an instructor in emergency response, officer safety, building and administrative searches and general response procedures. He has taken several training courses offered by the Federal Emergency Management Agency.

Vaught has three grown children, two sons and a daughter.

Jan Casarotto, with more than 20 years working in the legal profession, is the Department of Corrections paralegal. In her new job, Casarotto becomes the central point of contact for the agency's Legal Services Bureau.

A Boulder native, she graduated from Jefferson High School and obtained a bachelor's degree in criminal justice from the University of Nevada-Las Vegas in 1999. She earned her law degree from Boyd School of Law in Las Vegas four years later. Earlier, Casarotto received associate degrees in data input, legal assistant and paralegal studies from the College of Technology in Butte and the College of Great Falls.

Before joining the Department of Corrections, she was legal researcher in the Nevada attorney general's office, legal assistant and paralegal in the Kalispell public defender's office and calendaring deputy for the U.S. Bankruptcy Court in Las Vegas.

Casarotto also worked as a law clerk for a Las Vegas law firm and judicial assistant for the federal bankruptcy court in Butte.

She and husband Walter have three grown daughters and two grandchildren.



Casarotto



Vaught

Little takes over key prerelease position

Judy Little, who has been the contract beds accountant for more than three years, is the new contract manager for prerelease centers.

The change involved a move from the Administrative and Financial Services Division to the Adult Community Corrections Division. In her new job, Little oversees the six prerelease centers at Billings, Bozeman, Butte, Great Falls, Helena and Missoula. The centers are operated by private, nonprofit corporations under contract with the Department of Corrections.

A Texas native, Little graduated from high school in Montgomery, Ala. After attending Auburn University for two years, she transferred to the University of Alabama. She graduated magna cum laude in 1997 with a bachelor's degree in secondary education.

After working in Yellowstone National Park for two summers, she decided to make Montana her home and moved to Eureka in July 1998. Little joined the department in August 2000, working in the classification and placement office at Montana State Prison. After two years, she moved out of state for a year before returning to work as a restitution tech in October 2003.

She became a payroll/benefits tech and then payroll/benefits specialist, before holding her accountant position.



Little

Victim registration info now on OMIS

By Sally K. Hilander
Victim Programs manager

One of the recent innovations of the Offender Management Information System is a victim desktop that contains contact information for victims registered with the Department of Corrections for notification about changes to their offenders' custody status. Log into OMIS, select an offender, and see that information technology staff has added "registered victims" to the offender information list.

Why is this important? Montana law requires DOC to notify registered victims about certain events such as parole board hearings and decisions, furloughs, escapes, absconds, releases, facility transfers and offender deaths. The OMIS feature is one more step toward a seamless notification strategy that reflects the department's mission to support victims of crime.

Records staff at Montana State Prison (MSP) and Montana Women's Prison (MWP) lead the DOC notification effort by entering into OMIS addresses and phone numbers that victims submit on paper forms, and by making most of the notifications. However, everyone at DOC who works with offenders shares the responsibility to consider the safety and security needs of victims when we make placement decisions.

Due to the sensitivity of victim information, access to their addresses and phone numbers in OMIS is limited so far to victim services staff. Discussions are under way to determine who else needs access. In the meantime, the "registered victim" notation serves as an alert to probation and parole officers, for example, that they might need more information from victim services staff: Sally Hilander in the director's office, Linda Moodry at MSP, and Annamae Siegfried-Derrick at MWP.

Only 550 victims have registered with DOC, so the "registered victims" line in OMIS reads zero for most of our 14,000 offenders. This might tempt us to conclude that few victims want notification, but more likely reasons they do not register include these:

1. Many victims do not learn about DOC registration as they navigate the criminal justice maze, even though we post the required forms on various websites and distribute them to victim advocates and prosecutors statewide.
2. Victims are terrified that offenders will gain access to their addresses and phone numbers if they register with DOC. They do not trust the system to protect them.
3. Several hundred victims register anonymously online for Victim Information & Notification Everyday (VINE) every month, and many believe this also registers them with DOC. VINE sends automated e-mail and phone custody status updates for *prison inmates* – only 20 percent of our offenders. DOC will request that the 2011 Legislature fund a VINE enhancement to include the 80 percent of our offenders in community-based placements.
4. The current registration process requires victims to fill out, sign and mail paper forms to MSP or MWP. This only takes a few minutes, but may be a turnoff for people who are used to the immediacy of online filing. We expect more registrations in early 2011 with an electronic victim registration form being developed by information technology staff and Montana Interactive, the state e-government service provider.

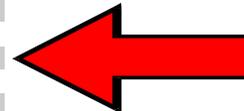
For more information or to comment on the victim notification process, please contact Sally Hilander at (406) 444-7461 or shilander@mt.gov.

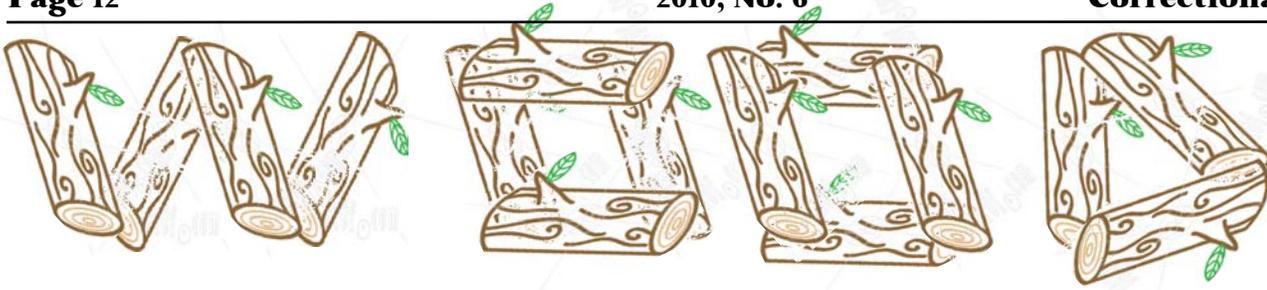
Offender Information

Name: ██████████ **DOC ID:** 2064646 **DOB:** 03/19/1959 **Gender:** MALE
Current Location: CROSSROADS CORRECTIONAL CENTER
Sexual Offender: NO **Violent Offender:** YES
Classification: Med 2 -- Job# 401 SCHOOL **Next Classification Review:** 01/19/2015
Correctional Status: SECURE **Status Date:** 06/02/2001
Commit Type: NO DATA FOUND
Parole Eligibility Date: 07/07/2021 **Prison Discharge Date:** 07/04/2051

Profile		Photo: 09/12/2008
Address	0 Family	1
Alerts	0 Gang	0
Assessments	0 Location	2
Basic Info	1 Military	0
Birth Dates	1 Name	3
Cautions	0 Numbers	2
Commit Status	0 Officer	0
Correctional Status	1 Other Photos	0
Court Cases	1 Registered Victims	2
Current Offense	4 Scars, Marks	1
DNA Test	0 Substance Test	0
Education	0 Tier Designation	0
Employment	0 Vehicle	0

This screen shot shows where victim information can be found in the Offender Information Management System.





Trainees at Treasure State Correctional Training Center cut and split more than 200 cords of firewood that was given away in early November to the elderly, disable and shut-ins in Powell County. Trainees used two-man crosscut saws and mauls to ready the wood for fireplaces and stoves. Vehicles lined up for more than a mile waiting for the free firewood that was loaded by the trainees and volunteers in about two hours.



Photos by Harlan Sipe and Lucy Stokes

Former inmate recalls work with MCE staff

'It was a distinct pleasure....'

EDITOR'S NOTE: Former inmate Darrell Howe recently wrote a letter to Director Mike Ferriter recounting his experience as an inmate worker in the Montana Correctional Enterprises ranch accounting office for seven years. Now, 2½ years after his release, Howe reflected on the impact of his time working at MCE and praised many of the MCE staff. The following are excerpts from his letter, reprinted with permission.

It was a distinct pleasure, as well as a welcome challenge, to be employed there. I was treated with respect, which is something that was not expected as an inmate. I was given the opportunity to earn trust, which I didn't feel was something that was afforded me anywhere else.

The purpose of my letter to you is to thank you for employing people like the ones I have listed. Working with them was more beneficial to my rehabilitation than any group I have ever taken. I felt like I was part of a team and I didn't want to be the weakest link.

That made me grow professionally, spiritually and as a human being. Whenever I think of trying to get away with a little violation, a picture of their faces also pops into my head. I would not want to disappoint them so I press on and do the right thing.

I didn't always do the right thing in prison. I got away with things throughout the years that I shouldn't have, and got blamed for things that I didn't do.

But because of my experience with these people, I am trying to start a program with law enforcement to help victims of sexual abuse feel empowered enough to come forward and say "no more," and bring their offenders to justice.

My biggest fantasy now is to once again work with these (MCE) people as a staff member. I never want to disappoint them by coming back as an inmate. They taught me to always look forward and never go back.

I want to teach guards that they have as much impact on inmates' rehabilitation as any group facilitator.

Rules need to make sense and be consistent. When there are rules that are imposed and enforced that don't make sense, the inmates' hatred for rules and authority is reinforced (anti-social).

There is so much that I have learned that I want to share, and it's all because of the example of these people. It was the best job that I have ever had. I miss it and having positive people like these in my life.

It has been 2½ years since my release and there is not a day go by that I don't keep moving forward so that they will be proud of me. Thank you for employing these people. If it were up to me, I would give them an award as big as the impact that they have had on my life. They would have to add on to their homes just to store it.

I would not want to disappoint them so I press on and do the right thing.

There is so much that I have learned that I want to share, and it's all because of the example of these people.

Sincerely,
Darrell Howe



Appreciation Day



Jeanne Stone receives the food factory technician of the year award from Kurt Marthaller, Montana State Prison food service director.



Les Gervais accepts the awards for food service supervisor of the year and most positive food service supervisor from Kurt Marthaller.



Jim Pearson is honored as the most dependable food service supervisor.



Nichole Chandler is the most positive food factory technician.



Pat Good is the most dependable food factory technician.



Warehouse Manager Jim Salmonsens, left, and Associate Warden Leonard Mihelich staff the barbecues.

Program allows offender letters

By Sally Hilander
Victim Programs Manager

The Department of Corrections invites offenders under its supervision to write “accountability letters” to their victims if they are sincere about making amends and taking responsibility for their criminal actions.

However, the program that allows these letters has strings attached.

Offenders must not mail letters directly to their victims because doing so can resurrect disturbing memories about the crime and cause lasting harm. Few victims want to find a letter in their mailbox from the person who committed a crime against them.

Instead, offenders may use the Offender Accountability Letter Program guidelines to decide what to write and then submit the letter to their case manager, unit manager, chaplain, victim information officer or other department staff for review. The goal is to offer the victim a sincere letter written from the heart, but does not add to the victim’s angst.

The victim programs manager approves the letters and informs the victims about the program. Victims decide whether to receive the letters or respond. However, if a

sentencing judgment prohibits contact between the offender and victim, the victim must obtain the judge’s permission to receive the letter.

Even if a victim refuses a letter, the offender can benefit from writing it. Treatment professionals at many department and contracted facilities know that the exercise can help offenders develop empathy and identify thinking errors such as denial and blame.

Few letters have been delivered to victims since the program’s policy was adopted two years ago. However, legal staff recently cleared up procedural concerns, opening the door for delivery of more letters to victims.

A revised sentencing recommendation under Adult Probation and Parole Procedure 30-1 for pre-sentence investigations also allows the letters. New

language reads: “The defendant shall not knowingly have any contact, oral, written, electronic or through a third party, with the victim(s) unless such contact is voluntarily initiated by the victim(s) through the Department of Corrections. DOC staff may notify victims about the availability of opportunities for facilitated contact with their offenders without being considered ‘third parties.’”

For more information, contact victim programs manager Sally Hilander at (406) 444-7461 or shilander@mt.gov.



Team

FROM Page 3

has to “tough this out” and find ways of saving money so the shortage does not occur.

Some suggestions included being more selective about sending inmates to hospitals for care, reviewing all proposed hirings to determine if they can be delayed, reducing civilian staff in the food factory through attrition and using more inmate workers, reviewing contracted services to determine if some can be eliminated or done by DOC staff, and look for buildings that are unneeded and can be shuttered.

Ferriter asked all administrators to talk to their staffs over the next two weeks and come up with other ideas.

Pam Bunke, administrator of the Adult Community Corrections Division, said Montana is more limited than other states in changing the way it supervises offenders because it already has done many of the things other states are just implementing. For example, she noted DOC already has created a system that relies heavily on treatment and community programs while reserving prison for those offenders who are truly a risk to public safety.

The management team also heard reports on:

- Work toward signing a new contract for inmate phone service. Four companies will demonstrate

their products in early November and a decision will be made by the end of that month. The 10-year contract is expected to contain a 50 percent reduction in the rate charged those receiving collect calls from incarcerated adults and juveniles. The system is used at Montana State Prison, Montana Women’s Prison, and Riverside and Pine Hills youth correctional facilities, but may be expanded to include the Missoula Assessment and Sanction Center and prisons in Glendive, Great Falls and Shelby.

- The department’s efforts to reduce its fleet of leased state vehicles. The number already has been decreased from 194 to 166, and is expected to drop by another 43 vehicles by year’s end.

WeCA leader seeks input from association members



Forseth

Dear Western Correctional Association members,

I'm so thrilled to be heading into 2011 as the president of the Western Correctional Association. What first attracted me to WeCA back in 1991, when I began my career in corrections, is what keeps me interested now: The organization is dedicated to promoting, educating, and informing the public regarding correctional issues.

While there are other amazing organizations that help support the criminal justice profession, I see the Western Correctional Association as the center piece for all western states to meet, share, and learn together in order to advance this profession.

I have 2 main goals:

1. Increase membership
2. Increase state associations involvement

We will also continue to work with state associations to bring programs, training and assistance that directly connect local and national members to industry professionals, such as the American Correctional Association, International Association of Correctional Training Personnel, and American Probation and Parole Association.

So with that said, I have a question for you:

Where can you picture yourself in our organization? Imagine what Western can be, and how we can create new and interesting programs together. Western has so many possibilities; we're just waiting to see what visions you have to help us move forward and into the future.

Here's one answer.

With your ingenuity and creativity we can implement many new ideas. You just have to get involved. Share with us what you'd like to have the association do.

I'm hoping that if you are interested and have a great vision for the association, you'll contact me. This is a terrific way to meet other members, but more importantly, help shape the path of the Western Correctional Association.

I look forward to working with the Western Board as we continue towards our mission and increase our availability to address the specific needs we have in the criminal justice profession. I am excited about the upcoming Western Conference in Montana and the CELEBRATION of our 75th anniversary, and I am honored to represent so many in this profession as the new president of the Western Correctional Association. Thank you for this opportunity and vote of confidence.

All the best,
Rae Forseth

Ray is new Pine Hills superintendent

Steve Ray Jr., who has been warden at the Dawson County Regional Prison for 4½ years, is the new superintendent at Pine Hills Youth Correctional Facility in Miles City.

Ray, who began his new job Nov. 29, replaces Jim Hunter who died Aug. 6 after a brief illness. Hunter had been superintendent for 10 years.

A Bozeman native raised in Broadus, Ray has worked in the corrections field since 2001 when he joined the staff of a federally contracted correctional facility in Dickinson, N.D., as a case manager and a part-time correctional offi-

cer. Two-and-a-half years later, he was hired by the Dakota Women's Rehab Center in New England, N.D., where he worked as a case manager, then unit manager, chief of security and finally facility coordinator (deputy warden).

He took over the regional prison at Glendive in April 2006. The prison has a capacity of 144 inmates and is operated by Dawson County under contract with the Department of Corrections.

Ray, 34, graduated from Powder River High School in

MSP employees of the quarter honored



Correctional Officer P.J. Dillon receives his award from Warden Mike Mahoney.



Erin Israel accepts her award from Warden Mike Mahoney.



Warden Mike Mahoney, left, congratulates Deputy Warden Ross Swanson on his award.

Montana State Prison and Montana Correctional Enterprises announced employees of the quarter for the months of October, November and December.

Correctional Officer P.J. Dillon received the honor among security staff. He was described in his nomination form as “diligent” and “hard-working.”

“Actually, there is little supervision required when it comes to P.J.,” it read. “He has learned every aspect of his job and is very knowledgeable about how things are run in the maximum-security unit. Staff can count on P.J. to get the job done and he never needs to be told what to do or when to get started.

“He takes the initiative and he is motivated,” the nomination said. “He consistently maintains a professional demeanor during very emotional and trying times in this unit of disruptive and difficult offenders. Many times the inmates have flooded their cells, thrown food or much worse. P.J. never wavers during these situations and does exactly what policy says has to be done.”

Erin Israel, mental health discharge planner at Montana State Prison, is employee of the quarter for support. She began working for the mental health department two years ago as discharge planner for inmates on our mental health caseload.

“She jumped into her position with enthusiasm and a calm confidence that has enhanced her ability to deal with difficult cases that are a challenge to place in the community,” her nomination said. “During the last year, Erin has grown into a respected leader with the mental health department. Her ability to remain calm during stressful times while interacting with her colleagues on a professional level has improved our team dynamics immensely. Erin was nominated team leader by the mental health staff and has been a champion of our team goals and aspirations.

“She continues to work hard on leading the mental health team into the future,” the recommendation said. “In addition to her own difficult work, she takes on extra work with enthusiasm while becoming a leader in those areas also. Erin is an unsung hero not only in the Mental Health Department but at Montana State Prison.”

Deputy Warden Ross Swanson is honored as employee of the quarter for management.

“He is a very dedicated employee who continues to take a proactive stance on keeping updated on all situations that happen at MSP,” the nomination said. “He is knowledgeable of events that have occurred during the day-to-day operations and will never fail to provide assistance to any staff member.

“DW Swanson has worked very hard and we respect his perseverance to stop gang activity and continued approach in making MSP a safe place to work,” the document said. “His dedication to the cause shows through to many staff members, one way is his presence inside the main compound. He is seen in the high-side chow hall interacting with staff and offenders on a regular basis. This commitment goes above and beyond the call of duty.”

The nomination cited Swanson’s “sense of resiliency” and his willingness to speak his mind on issues that arise. He was described as “very approachable.”

To receive the employee of the quarter award, an employee must meet specific criteria and be reviewed by a selection committee. The honorees receive 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 are automatically eligible for the employee of the year award.

Pine Hills teacher selected

By Jeff Holland
Quality Assurance Officer
Pine Hills Youth Correctional Facility

The Montana Council of Administrators of Special Education has named Robin Goetz from Pine Hills Youth Correctional Facility its teacher of the year for the 2009-2010 academic year.

At the awards ceremony held earlier this year, a representative of the organization stated this award is earned by special education educators who, “offer innovative and effective programs that have positively influenced the field of special education and have impacted services to exceptional children.”

The school at Pine Hills is a state-accredited program covering grades six through 12. Many of the youthful offenders function below grade level. Goetz has worked as a special education teacher at Pine Hills for 16 years and assumed the role of coordinator for the special education program in 2000.

During her tenure, Goetz developed innovative program services for youths at the facility, enabling these students to have active individual education plans that reach beyond the special education classroom. Throughout her career, she has been very effective in working with other educators, sharing education plan objectives, setting attainable student goals and providing her colleagues with many creative ideas for serving the needs of the students in their classroom.

Goetz said she felt pride in being the recipient of this award.

“Although my job can be challenging, it is also rewarding,” she added. “I enjoy working with the students and seeing what they are able to accomplish in the short time that they are at Pine Hills. My hope is that by the time they leave here they have learned skills that will allow them to have better lives and be successful adults.”

This effort to help youths live more successful lives was recognized by school principle George Ihly. When nominating Goetz for this award, he summarized the nomination by saying, “Robin’s hard work and leadership as special education coordinator, along with the efforts of her colleagues, ensures that the educational needs of youth at Pine Hills are well served.”



Robin Goetz holds her award from the Montana Council of Administrators of Special Education. (Photo by Kelly Conley)

Gibson retires after 36 years in corrections field

Steve Gibson, administrator of the Youth Services Division, retired at the end of November after a 36-year career in corrections.

He began his career in 1974 as a cottage life attendant at Pine Hills Youth Correctional Facility in Miles City. He worked there in different jobs until 1983 when he became a juvenile parole officer for five years.

He was superintendent of Pine Hills from 1991 to 2001, until he was named administrator of the Youth Services Division.

Gibson’s retirement came less than a month after he was elected to the Montana House from District 78.

National accreditation process

Team praises health services

**By Bob Anez
Communication Director**

The health services at Montana State Prison drew praise for its teamwork, professionalism and competency from a team of experts visiting the Deer Lodge facility as part of the National Commission on Correctional Health Care (NCCHC) accreditation process.

The four-member survey team used terms such as “phenomenal” and ‘excellent” in discussing what it sometimes described as ground-breaking services provided to the more than 1,400 inmates at the prison.

“This is an excellent survey,” Barbara Mariano, team leader, told about 50 MSP staff following the team’s two-day visit to the prison last week. “You don’t realize how good this is. It’s been an honor to be here.”

The prison has been working toward achieving accreditation from the national organization for more than five years. The team will submit its report to the commission, which will make its decision in February.

“The impressions Montana State Prison left with this prestigious team of correctional health experts is a tribute to the hard work of all our employees here, particularly the infirmary staff,” said Warden Mike Mahoney. “This truly is a landmark event in the history of operations at Montana State Prison and all should be proud being part of it.”

‘This is an excellent survey. You don’t realize how good this is. It’s been an honor to be here.’

-Barbara Mariano

nationally accepted standards for health services.

Accreditation brings prestige to a program, increases staff morale, helps in recruiting health care workers, reduces the potential for losses in health care litigation, and

provides assurances to the public, inmates and staff that incarcerated offenders are receiving adequate and appropriate health care.

In their final meeting with staff, survey team members said they found few problems. They mentioned the need to conduct a mass-casualty exercise and improve inventories of certain medical supplies.

But the bulk of the comments were overwhelmingly pos-



Todd Boese, assistant director of nursing at Montana State Prison, welcomes members of the National Commission on Correctional Health Care accreditation survey team (Photo by Linda Moodry)

itive, with team members reporting they saw conditions and procedures here they seldom, if ever, found elsewhere.

Mariano called the prison “extraordinarily clean, quiet and well-managed. Everybody speaks with respect, from the top down. Inmates speak with respect.

“Every place we went, people wanted to show us what they do,” she said, adding that is unusual because often prison staff try to steer the team away from issues that may be perceived as problems.

She cited the prison’s “excellent staff and clinicians” displaying both the ability and willingness to do their jobs. Mariano praised the practice of staff working with inmates on their discharge planning and the practice of providing them 30 days worth of medication when they leave.

Dr. Dianne Rehtine, who worked in the Florida Department of Correction for 20 years, noted the large number of inmates with chronic illnesses and said she saw evidence of the quality care they receive and how much the staff cares

Questions & Answers



Website search answers

EDITOR'S NOTE: Thanks to all who participated in the contest to find information on the department's website. Those with the best scores and the earliest submissions were, from left, Donci Bardash, central office; Lena Lambertson and Terri Guthrie, Montana State Prison; and Mike Raczkowski, central office. The goal of this effort was to emphasize the wealth of information available through this public resource and many of those submitting answers expressed surprise at what could be found with a few clicks of a mouse.

- 1. What is the rate at which graduates of Montana's meth programs had been convicted of a new drug-related offense, according to the June 2010 by Dr. Tim Conley?** 0
residents work. Re-entry refers to the kind of preparation needed to help offenders succeed when they return to their communities. The work programs are intended to give inmates valuable work skills, a work ethic, and a sense of accomplishment and self-esteem, all keys to their ability to be successful once released from prison.
- 2. How many items does the Department of Corrections Code of Ethics contain and what does No. 8 say?** 10 "Whether on or off duty, in uniform or not, I shall conduct myself in a manner that will not bring discredit or embarrassment to the Department of Corrections and the state of Montana."
- 3. Under what drop-down heading can you find a complete listing of all corrections facilities/programs in Montana? How many are there?** Under "resources, reports and related agencies" 49
- 4. Where can communication plans for each division be found? What is the first purpose listed for the director's office communication plan?** Under "Admin" Keep the director informed about "significant occurrences" such as media inquiries, legislative concerns, employee issues, public interests and reaction to what the department is doing.
- 5. What's the average pay for an inmate?** 65 cents an hour
- 6. Why was the name of the work dorm at Montana State Prison changed to the Work and Re-entry Center?** The new name better reflects the purpose and mission of the facility and the programs where its
- 7. What percent of offenders under jurisdiction of the Department of Corrections are supervised outside of prisons? Where is that information found?** 80. Under FAQ
- 8. What does the Interstate Compact Unit do?** The Interstate Compact Unit coordinates the movement and data tracking of probationers and parolees among states. It oversees the transfers of more than 1,600 adult offenders.
- 9. What's first on the list of 10 things every victim of a felony in Montana needs to know?** Most offenders convicted of felonies in Montana do not go to prison.
- 10. What's the earliest edition of the Correctional Signpost available online?** January-February-March 2004
- 11. What is the date on the Department of Corrections Master Plan – Final Report that was prepared by**

Q&A

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the consulting firm of Carter Goble Lee? December 2008

12. Where can a person find both the department's current offender population projections and a daily report on the number of offenders in Montana's correctional facilities/programs? Under "resources" and "statistics and reports."

13. What are the visiting days at Montana Women's Prison? Friday, Saturday and Sunday

14. How much restitution did the department disburse to victims

in fiscal year 2009? \$2.842 million

15. Where can information on inmate phone calls be found? What is the time limit for an inmate call from Montana State Prison and Montana Women's Prison? Under FAQ, then "Inmate Phones." 30 minutes

16. How many prison escapees does Montana have who are still on the run? What's the first name listed among community corrections absconders? 1. James Joseph Adams

17. In the UM School of Social Work report on Montana's DUI treatment programs, what is the most prevalent age period in which offenders got their first DUI conviction? 16-20

18. All department contracts can be found online. Where can they be found? How many contracts are under the "S" listing? Under "resources," then "contracts." 9

19. What is the department's "vision?" "As leaders in corrections, department employees affect the quality of life for all Montanans by demonstrating and promoting honesty, integrity and accountability in all our public service."

20. About how many offenders does the department supervise? How much general fund money did the department spend in fiscal year 2010, the budget year that ended June 30? 13,000 and \$167.3 million

Pine Hills

FROM Page 16



Ray

Broadus in 1995 and earned a bachelor's degree in criminal justice from Minot State University in 2000. He was a part-time Powder River deputy sheriff in 1999.

He said he decided to get into the corrections profession because he had an applicable degree and was looking for a job. But he has grown to love the corrections field, he added.

"The most interesting part of the job is the programming and treatment that we do," Ray said. "It's

about how we can affect inmates in a way that prevents them from coming back into the system."

He said he decided to seek the superintendent's job because he had enjoyed working with juveniles at the Dakota Horizons Youth Center. "I saw this as a new challenge," he said of the Pine Hills position.

Ray acknowledges that dealing with juveniles and adults is different. "With youths, it's more intense and you deal with behaviors in different ways."

In the adult system, offenders cannot be required to par-

ticipate in programs such as education to better themselves, he said. But youths can be required to attend the school while incarcerated, he added.

Pine Hills is a facility for male juveniles ages 10-17 who are adjudicated as delinquent by the Youth Court. With a capacity of 120, the facility had an average daily population of 76 youths in fiscal year 2010. It has a staff of 130.

Interstate unit fills vacancy

Sheronda Vaughn is the newest employee in the Adult Interstate Compact Unit, but she's not new to corrections. She was hired as an adult interstate agent in October, replacing an employee who transferred to probation and parole.

Vaughn worked as a corrections officer in Arizona for three years in the maximum security unit at a prison that housed only sex offenders. She also was a correctional officer at Montana State Prison for a year before she transferred to central office.

Her husband, Tracy, works at the Deer Lodge prison as a sex offender therapist and they have two daughters, Gabbryella, 11, and Miami, 14.

Regional Roundup



EDITOR'S NOTE: Items in the roundup are contributed by regional probation and parole staffs.

Region 2

After 28½ years, Probation and Parole Officer Lee Blazer is retiring from the Department of Corrections at the end of December. Blazer started his career with the agency as a unit counselor at Montana State Prison in 1982. He became a probation and parole officer 11 years later, working in Great Falls as part of the intensive supervision team. In 1996, Blazer transferred to Helena probation and parole office where he oversaw offenders in the Helena and Townsend areas. With an increase in the number of offenders in the Lincoln area, he took over a caseload located in Lincoln, Augusta and Cascade, making a twice-monthly trip to those areas. Blazer also began to supervise a large number of offenders with mental health issues. He became one of the first officers in the state to be considered a mental health specialist. Blazer has been a firearms instructor for many years.

Region 4

We are very proud of our teamwork thus far with the U.S. Marshals Service Task Force. We have completed a nine-month period in our collaboration that began Jan. 1, and ended with the federal fiscal year Oct. 1. For this first phase, the region issued a total of 138 warrants with 131 arrests made. Of those arrests, 112 were made by or with assistance from the task force. Two of the seven absconders still at large are offenders who have been located out of state with the help of the U.S. Marshals Service, and we are awaiting warrants with proper extradition limits. These numbers show 95 percent of the warrants were executed. Eighty-five percent of those arrests were done by or with the help of the task force.

Thanks to the overtime funding provided by the Yellowstone County DUI Task Force, regional probation and parole officers have attempted over 225 home checks, conducted over 150 actual home contacts and more than 50 bar checks on our DUI clients throughout Yellowstone County. Twenty-four officers participated, completing 205 additional hours of offender compliance enforcement. We were present at four community events including Alive After Five, the Montana Fair, Burn the Point, and Ales for Trails. These checks were conducted on various days of the week and at various hours of the day. During this six-

month period, 14 people were not in compliance: 11 for alcohol possession and/or consumption, two for driving, and one for being in physical control of a vehicle while drinking. Arrests occurred at the Montana Fair, Burn the Point and at offender residences. All violators went to jail. Ten intervention hearings were held. Four violation reports were submitted to the court for a formal hearing. Through each of these processes, offenders are given the opportunity for treatment and education regarding their addiction and driving issues. While in the community during a scheduled task force outing, officers arrested one of those on the U.S. Marshals Gang Task Force's most wanted list.

We currently have under supervision more than 200 offenders with felony drinking and driving convictions. The information gathered by officers indicates between 90 percent and 95 percent of offenders are in compliance. We believe the combined efforts of our officers and the Yellowstone County DUI Task Force are the reasons for such high rate of offender compliance.



Anderson and Kuka at the Wolf Point career fair

Region 6

Myrna Kuka, American Indian liaison for the Department of Corrections, joined Probation and Parole Officer Jim

Roundup

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Anderson at the recent annual Montana Career Fair held at Wolf Point High School Gym. Anderson, stationed at Glasgow, is one of five federal grant-funded officers who specialize in supervising American Indian offenders. He and Kuka explained to students various career opportunities in the department. All interested students were encouraged to consider a future with DOC serving the American Indian population.

Kuka and Anderson also met with Gloria Chopper at the Spotted Bull Treatment Center located in Poplar. Many of the offenders supervised by Anderson receive counseling and treatment through the center. Chopper spoke highly of how well the grant program is having a positive influence on her clients. She said she supports the grant program and its goal of reducing recidivism among American Indian of-

fenders. Chopper, Kuka and Anderson had the opportunity to discuss some of the challenges that American Indian offenders face and shared suggestions and experiences.

The region welcomes Wally Peter as the new probation and parole officer in the Glendive office. Peter comes from the Dawson County sheriff's office and will be a definite asset to our office. Peter and Officer Tom Fulton attended the recent firearms training at Fort Harrison. The trip home was quite a challenge with them passing over 30 accidents en route. We are glad to have them both safely home.

Lavonne Kautzmann, regional pressure point control training instructor, has been spending time with staff working on handcuffing techniques. Most recently she worked with each staff in the Glendive office to develop a strategy for handcuffing offenders in their individual offices.

We are all looking forward to the quarterly regional meeting and potluck to be held Dec. 15.

Accreditation

FROM Page 19

about their health. She said this is the first prison where she found that inmates receive a summary of their medical records when they leave.

Yvonne McMullen, a clinical social worker, said she was impressed with the mental health services provided inmates. Offenders feel safe in the mental health unit and the staff works well together, she concluded. "You're doing an excellent job," she said. "You should be proud of the services."

Mary Knight, a registered nurse and the fourth member of the team, applauded what she said was a clear commitment to quality health care. Management values the health care team by involving them in decisions regarding policies and changes, she added.

The team was impressed with every incoming inmate being interviewed by an alcohol counselor and an orienta-

tion process for new employees that varied with staffers' needs.

"It is gratifying to hear that we provide quality care and that our hard work is paying off," said Cathy Redfern, administrator of health services. "This demonstrates that we're a premiere program."

Department of Corrections Director Mike Ferriter praised the prison staff after

hearing the survey team's comments. "I have never been prouder of anything we have done in this agency," he said.

Mahoney agreed, saying the entire prison staff deserves credit for the positive report, but five people warrant special mention: Cathy Redfern, health services administrator; Cindy Hiner, director of nursing; Todd Boese, assistant director of nursing; Dr. Liz Rantz, medical director; and Jill Buck, mental health director. "It's nothing short of remarkable what you people have done. I'm so damn proud of you."



**ADMINISTRATOR'S
CORNER****John Daugherty
Administrator
Information Technology Division**

The final six weeks of the year is a time packed with celebration. It is a time to give thanks for the good things that have happened, to celebrate with our families, to reflect on the good and not so good things that have occurred in the previous year, and to set our goals for the upcoming year.

This time of year has special significance for me professionally. November is the month I was offered my job with the Department of Corrections. I remember well the call from Danny Fuller, the network administrator at the time. I was at a bar in Billings, kneeling on my hands and knees, my head stuck inside the poker machine I was repairing.

Little did I know what was in store for me when I accepted his offer. I couldn't hear very well over the noise in the bar. It was one of the best decisions I have ever made and I have enjoyed working with staff throughout the department ever since, most recently as administrator of the new Information Technology Division.

The division is divided into six specialized areas: the Application Development Bureau, Network Support Bureau, Statistics and Data Quality Bureau, infrastructure and communications, database administration, and security. IT training used to be a part of the our old makeup when we were a bureau, but that position was moved to the Professional Development Bureau in the Staff Services Division a few years ago.

We represent 2 percent of the total department staff. That's an unusually low percentage. Throughout state government, about 6.3 percent of all employees are in IT staffs – more than three times what corrections has. Nationally, the rate is 6 percent of government workforces.

We have not used any contracted IT staff for at least eight years, while other state agencies in Montana have 260 full-time contracted employees, according to the state's 2009 Biennial Report for Information Technology. The Department of Corrections does need a few more IT staffers and I would like to see the agency's percentage increase to 2.5 percent.

The 2007 state IT report showed the average state agency information technology budget was 7.3 percent of the total agency budget. However, the corrections IT budget was 2.3 percent of total spending. While corrections had no contracted IT services in that report, the total cost of all IT staff in the state was \$32 million and the total cost for all contracted services was another \$32 million.

I am very proud of the efficiencies that my staff has developed over time. They have resulted in our ability to not only keep our technology current with state standards, but also to be at the leading edge in several areas.

Recently the Department of Administration and a working group of the Information Technology Council contracted with IBM to conduct a study of the server utilization of 17 state agencies and make recommendations to

CORNER

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improve efficiency and save money. The report has been presented to the governor's office as a potential for cost savings.

That report contains only two recommendations for our agency, something that illustrates we are moving in the right direction. One of the recommendations we had already been exploring and have since implemented. The other recommended action we had looked at a few years ago and determined it would cost more money to implement and maintain than our current process. We took a very hard look at this again and reached the same conclusion: It would not be cost-effective for our agency to follow that recommendation.

We are going to continue to move technology forward in our department and I firmly believe that the PC sitting on the desks of corrections employees today will soon go the way of the dinosaur as we begin to evolve towards fully ubiquitous technology in which data is less dependent on types of devices and such devices are less limited by physical location.

I think the PC of today is like the CD or book of yesterday. In the not so distant past, we could only listen to the music on CD by using a CD player and we could only read a book when we had it physically with us.

Today, I buy the music electronically and can listen to it on any number of devices in any number of locations. I can buy my book electronically and read it on my PC, my smart phone, my laptop, or my tablet no matter where I

may be. I no longer have to actually own a plastic CD or paper book and I don't have to have it with me when I want to access the information they contain. I just need one of myriad devices that can access that data where it is stored.

Not only is the data going to be stored at some other location, but the computing power we need to manipulate it or use it will also reside somewhere else. We are actively

We represent 2 percent of the total department staff. That's an unusually low percentage. Throughout state government, about 6.3 percent of all employees are in IT staffs – more than three times what corrections has.

preparing for this evolution and the added mobility it will bring us.

The world of information technology, to no one's surprise, is progressing rapidly. We see in very clearly in the evolution of cell phones and as well as music media. It's exciting to be part of that and to know that the Department of Corrections is not only keeping pace, we are doing it with far less resources than most other government agencies both in Montana and elsewhere.

Breast-feeding policy reflects law change

Recent changes made under Federal Fair Labor Standards Act prompted the Department of Corrections to develop a new breast-feeding policy that will be published in the coming months.

Under the revised law, an employer must provide reasonable break time for an employee to express breast milk for her nursing child, for one year after the child's birth each time the employee has a need to express milk. In addition, the employer must offer an employee a private place to express breast milk.

The statute defines "place" as a location that is shielded from view and free from intrusion of co-workers and the public. The law specifically excludes bathrooms as an appropriate place.

Each department facility and office has designated an appropriate place for employee's to express milk. At Central Office and Montana State Prison, the personnel conference rooms are available to employees. Montana Women's Prison and Pine Hills Youth Correctional Facility have set aside

offices for this use. Riverside Youth Correctional Facility has several options available, depending on the time of day. Because the probation and parole offices have different layout, a location will be determined for each office on an as-needed basis.

Employees with any questions about using one of these designated rooms for expressing milk or with other questions about the breast-feeding policy, may contact any department human resource representative.

Health & Wellness

by April Grady



Quarterly Quote: "I think there should be something in science called the "reindeer effect." I don't know what it would be, but I think it'd be good to hear someone say, "Gentlemen, what we have here is a terrifying example of the reindeer effect.'" Jack Handy SNL



Eco Tip: Light Up with LEDs: If you are installing Christmas lights, consider purchasing more energy efficient Light-Emitting Diodes (LEDs). They have an average life span of 100,000 hours (vs. 1,500) and reduce energy consumption by up to 80-90%. LEDs do not contain filaments unlike incandescent bulbs and do not burn out and take down the entire string.

Winter Exercise: My preferred exercise is running, but I really dislike running in cold, snowy, and icy conditions. On the other hand, being stuck on a treadmill all winter increases cabin fever and nullifies the true mind clearing effects of exercising outdoors. Last winter I was initiated into the sport of snowshoeing on my dad's "antique", rawhide, four-foot long snowshoes that have served more for decoration than function. They were cumbersome at first but after I got the hang of it, snowshoeing was exhilarating, and surprisingly fast. My friends and I reached the top of the Continental Divide and were mesmerized by the expanse of crystallized trees and snowy peaks and valleys below. I was instantly smitten with the sport as the scenery before me certainly beat staring at the TV while trying not to stumble off of a looping treadmill belt.

Snowshoeing burns more than 600 calories per hour. Snowshoers can burn more than 45 percent more calories than walking or running at the same speed. And snowshoeing is relatively inexpensive. Capital Sports and

Western in Helena has daily snowshoe rentals for \$10.95. Check local sporting goods stores for rental availability and rates. Warm clothing and a sturdy pair of waterproof boots are all that's needed to get started! Go to <http://www.trails.com/toptrails.aspx?area=12238> to find the best snowshoeing areas around Montana.

Homemade Christmas Gifts (myrecipes.com)

Cran-Almond Bark

Only 3 ingredients are needed to create this decadent, crunchy chocolate bark. Clear cellophane gift bags topped with holiday ribbon are the perfect package for showcasing your gift.

1 cup almonds,
pecans or walnuts
1 pound chocolate,
finely chopped
1 cup dried fruit, such
as cranberries, raisins
or sour cherries



Preparation

Preheat oven to 350°F.
Spread nuts evenly on a baking sheet and toast in oven for 10 minutes. Coarsely chop nuts and set aside.

Line same baking sheet with parchment or waxed paper. Place half of chocolate in a medium saucepan and heat over medium heat, stirring constantly until melted. Remove from heat, add remaining chocolate and stir occasionally until smooth.

Stir nuts and fruit into chocolate and then pour mixture onto paper on baking sheet, spreading 1/4 to 1/2 inch thick. Let cool at room temperature until set, about 2 hours. (You can refrigerate chocolate to speed process, but chocolate may discolor.)

Break bark into large, jagged pieces and wrap in cellophane or pack in boxes.

Wellness

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Magic Reindeer Food

Sprinkle some of this outside on Christmas Eve and watch your children's faces when they see just crumbs left in the morning. This snack is perfect for student/teacher gifts.

Yield: 25 cups

Ingredients

- 2 (24-ounce) packages vanilla candy coating
- 3 cups mini pretzels
- 1 (12-ounce) can cocktail peanuts
- 1 (14.25-ounce) package frosted toasted oat O-shaped cereal
- 1 (12-ounce) package crisp rice cereal squares
- 1 (16-ounce) package holiday candy-coated chocolate pieces
- Red and green sugars

Preparation

Place candy coating in a glass container; microwave at HIGH 2 1/2 minutes or until melted, stirring once.

Combine pretzels and next 3 ingredients in a large bowl; add melted candy coating, tossing to coat. Stir in chocolate pieces.

Spread mixture onto wax paper; sprinkle with sugars. Let stand 30 minutes. Break into pieces.

Christmas Donation Opportunities:

Helena Food Share

As part of the Community Christmas Sharing coalition, Helena Food Share provides food for a traditional Christmas dinner to needy families.

Next time you're shopping, don't forget Helena Food Share and its clients! Don't know what to buy? **Most Wanted**

Food Items: Healthy cereal, tuna, peanut butter, small bags of sugar and flour, canned veggies & fruits, cookies, crackers, fresh produce, canned or dried soups, meal-in-a-can/box, and pasta. Drop off food items: Mondays, 8 a.m. - 7 p.m. Tuesday – Friday, 8 a.m. - 4 p.m.

<http://www.helenafoodshare.org/janda/inner.php?PageID=93>

Energy Share Montana www.energysharemt.com

When you donate to Energy Share MT, you are truly helping a neighbor stay warm. One hundred percent of private contributions are used for bill assistance. Go to the Energy Share website above to donate online or if you're a NorthWestern Energy customer, call them and tell them

you want to pledge a certain amount per month to Energy Share. NWE will include the amount you specify on your bill as a reminder, and will forward your monthly gifts to Energy Share.

Helena Coat Drive

As Helena enters winter, there are many area families who do not have the resources to purchase a good winter coat. In association with Wise Cleaners, the Helena Salvation Army will distribute previously owned coats. Each year Wise Cleaners cleans these coats at no expense to the donor or The Salvation Army. Those who would like to donate a serviceable coat, drop it off at Wise Cleaners in the Hustad Shopping Center as soon as possible.



For a listing of **all community resources** near you and additional ways to help those in need survive a cold Montana winter, go to the Rocky Mountain Development website at <http://www.rmdc.net/PDF%20Files/Other/Final%20CRD%209-13-2010.pdf>

DOC will be adopting two families this Christmas. A quilt and other items will be raffled off. There will also be a "giving tree" like last year (gift suggestions/needed items posted on a Christmas tree for people to pick up and "fill"). If you would like to donate items for the raffle please contact Gloria Soja.

In Helena, the "Empty Stockings" program provides information on individuals and organizations that help the needy at this time of year:

http://helenair.com/lifestyles/article_2c8fa2fc-fab4-11df-a533-001cc4c002e0.html



Think about it

Public safety and trust

By Bob Anez
Communication Director

The Department of Corrections logo is tough to miss. It's found in most agency publications, including the department's biennial report and newsletter. The emblem also is prominent on the agency's Internet and intranet home pages.

The design is simple: the state of Montana's Great Seal, encircled by the department name with a banner at the bottom that reads: "Public Safety and Trust."

The motto, while a mere four words and often overlooked, tells a lot about the Department of Corrections. It describes more than this agency's job; it reveals an attitude about the duties and responsibilities of this critical public service department.

The "public safety" part is easy to understand. It's listed first in the department's mission – to enhance public safety" and most people recognize the basic concept of crime and punishment inherent in any correctional system.

Corrections professionals deal with a very challenging population that has demonstrated an unwillingness or inability to live within the law. These offenders have wronged someone, committed a crime and created victims. They have proven themselves a threat to public safety, often more than once.

As a result, it becomes the job of corrections in supervising these offenders to do all it can to ensure they do not offend again. That is the public safety portion of the banner.

The "trust" reference is more complex.

It is the department's commitment to earn and maintain the public's trust in all we do. It is a recognition that Mon-



tanans trust us to do certain things and a promise that we will not betray that trust.

The public trusts us to provide the proper care and supervision of offenders placed under our jurisdiction by the courts.

Citizens trust that we will determine the most appropriate placement of offenders if a judge provides that discretion; offer necessary treatment and counseling, medical and mental health

care; and rehabilitation opportunities.

Montanans trust us to provide offenders the tools that give them a fair shot at breaking the hold of drug and alcohol addiction, or resisting the temptation of sexual crimes. We are trusted to instill work skills in inmates that can make them employable and able to support themselves and a family after release.

The taxpayers trust us to spend their money wisely, on programs and services that are proven effective in reducing crime and stemming recidivism, and to recognize the need of victims as they cope with the criminal justice system.

Last, but not least, Montanans trust the department to be honest with them about the effectiveness of the programs for which they pay. They expect the truth when they and their elected representatives ask for information about the functions of the department.

In a sense, the Department of Corrections logo is a contract with Montanans, expressing our obligation to do what we can to keep them safe and to earn their trust in all we do.

It is an obligation the 1,300 employees of this department take seriously.

The Training Times



Teach
LEARN

Tips for Teamwork

EDITOR'S NOTE: The following article was published in the September edition of the online newsletter for the American Society for Training and Development. Curt Swenson, chief of the Professional Development Bureau, obtained permission to reprint the article, saying he is often asked by administrators and managers for information that could produce better teamwork. He says this succinctly paraphrases some key concepts from the authors' 2009 book, Extraordinary Groups: How Ordinary Teams Achieve Amazing Results, and presents some easy to understand evidence-based principles. Swenson's hope is that reprinting the article will provide a resource for the entire department and be a great primer to get folks interested in reading the rest of the book.

By Geoff Bellman and Kathleen Ryan

A three-year study of 60 extraordinary groups yielded eight performance indicators to great groups of all kinds. Trainers can boost their own teams' proficiency levels by following this guide.

All groups are not created equal. Consider that team that irritates the hell out of you; or, that committee you meet with reluctantly; or, the task force you are always excited to see.

Now consider the occasional, over-the-top, mind-blowing, fantastic group—an experience you would like to repeat again and again! This article is about those especially wonderful groups and what you can do to help them happen more often.

For three years, we studied small (two to 20 members) extraordinary groups, hoping to discover what makes them so exceptional. We interviewed members of 60 self-declared great groups, sorted through their inspiring stories, and reached conclusions useful in our work as consultants and trainers. We learned about what individuals need from groups, core feelings that transform groups, and what extraordinary groups do that sets them apart.

What is an extraordinary group?

An extraordinary group achieves outstanding results while members experience a profound shift in how they see their world. "Outstanding results" include the tangible and the intangible. The "profound shift" members experience is in how they see their world, not their skills. A

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Teamwork

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typical comment: “When I got assigned to this project, I had no idea that it would completely change my view of what a group can accomplish together!”

Extraordinary groups have a lot in common, regardless of their setting, purpose, or membership. We interviewed project designers, neighbors, technical trainers, insurance executives, river rafters, community service workers, financial strategists, conference designers, and many more. They shared the parallel experience and excitement of being in fantastic groups (Note: We speak of “groups” not “teams” because many extraordinary groups do see themselves as teams. “Team,” while common in sports, the military, and

‘Motivated by a unique purpose, extraordinary groups make their shared work the priority.’

business, does not fit for groups of counselors, teachers, motorcyclists, barbershop singers, or philanthropists. They experience the extraordinary, too.)

What do extraordinary groups do?

Our field study revealed eight performance indicators linked to “extraordinary.” Generally, members would agree with these eight statements:

1. Compelling purpose: We are inspired and stretched in making this group’s work our top priority.
2. Shared leadership: We readily step forward to lead by demonstrating our mutual responsibility for moving our group toward success.
3. Just enough structure: We create the minimal structure necessary to move our work forward.
4. Full engagement: We dive into our work with focus, enthusiasm, and passion.
5. Embracing differences: We value the creative alternatives that result from engaging differing points of view.
6. Unexpected learning: We are excited by what we learn here and how it applies to other work, other groups, and our lives outside of work.
7. Strengthened relationships: Our work leads us to greater trust, interdependence, and friendship.
8. Great results: We work toward and highly value the tangible and intangible outcomes of our work together.

Whether our 60 groups were for-profit or not, volunteers or employees, face-to-face or virtual, these eight indicators emerged. As we elaborate on each one, keep your most extraordinary small group in mind. Notice how what we discovered fits with your experience.

Tom’s story

Tom, a young IT executive in a large heavy-equipment company gets a big assignment: Create a company-spanning information technology system on the corporate mainframe.

Early in his work, Tom began to question his assignment. He came to believe.

Six others joined him – a manager of IT planning, a cost accounting manager, a materials manager, an assistant comptroller, an IT data processing manager, and an assistant vice president from the corporate office who was, “assigned to ride herd” on what the group was doing.

All were frustrated by the one-size-fits-all notion. Their team formed, nobody reported to Tom, and everyone had their plates full with other assignments. Good luck, Tom!

Geographically dispersed, the team met weekly over the phone and quarterly in person. Tom remembers the challenge of, as he states it, “getting everyone on the same page and believing that we could pull this off.” Pressure was mounting for three smaller divisions to adopt the corporate system so time was of the essence.

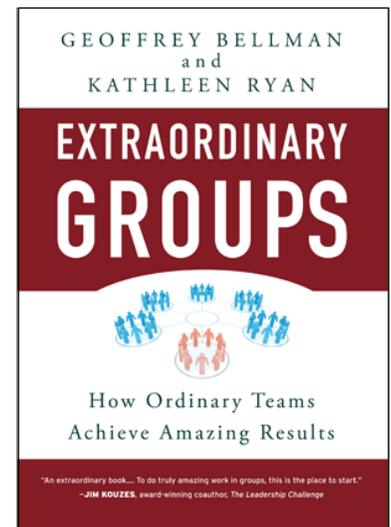
Tom and his team analyzed the needs of all the divisions and recommended mid-range computers with packaged software that could be quickly installed and provide maximum flexibility. In less than eight months, the team went from “stirring the water to getting the sign-off.” Tom says, “We got corporate approval for each division to have its own system at a projected cost of \$6.5 million. Our first division came in on time and under budget, with an annual savings of \$1 million!”

The eight indicators at work

Tom and his team knew nothing of the eight indicators so important to their success. But we do, and we can look at their work through the lens of each of them.

1. Compelling purpose. Motivated by a unique purpose, extraordinary groups make their shared work the priority. Purpose is critical, and great groups make it visible, post it, and remind each other of it. Their primary guide for decisions is purpose—not plan or role.

Tom’s team analyzed current systems and shaped a con-



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trary recommendation. Tom recalls that, “others [on the team] got caught up in the possibility of doing something that made sense and going against the centralized bull. They liked the idea of breaking that mold.” This became their compelling purpose and the target of their concerted effort.

2. Shared leadership. Extraordinary groups are not leader-centric. Leadership comes from many; it shifts as the work shifts and requires wider input. Everyone is expected to step up with a question, a task, an issue, or a proposal. In addition, they share responsibility for outcomes. Each member of Tom’s group was a manager in his own right, and each brought different expertise. They led from what they brought. For example, the materials manager coordi-

“You’ve got to organize around people’s excitement and their desires and abilities to get things done.”

nated with his counterparts in the divisions to gather data and keep people in the loop.

Like Tom, all designated leaders know that they are one leader among many and can contribute uniquely. They assure that the group is led, but they do not always need to be the one leading. They ask more questions and make fewer statements. They assure that group resources are brought to the task at hand.

Twenty years after the experience, Tom can still recall how each member in his team advanced the work by combining competence with commitment. Besides being the point-person to buck the system, Tom “carried the water for the troops,” he says. “You’ve got to organize around people’s excitement and their desires and abilities to get things done. It’s important to keep it light and to care about people, especially when they are overcommitted.” As leader, Tom freed them to perform.

3. Just enough structure. Extraordinary groups use structure in service to outcomes. Yes, they honor systems, plans, roles, tasks, and working agreements, when those structures are needed for the challenges ahead of them. In Tom’s group, “the secret was to keep it human,” he states. We used some rudimentary project management tools, along the lines of a task list. That’s the only way this sort of thing gets done. Keep it simple, and make sure that everyone is informed and included.”

Members create structure just-in-time to support accomplishment. Too much structure too early constrains thinking. Outcomes are more important than agendas; roles and

plans shift as circumstances call for an altered reach for purpose.

4. Full engagement. Members don’t wait to be asked to contribute their knowledge, skills, passion, and talents. Their intensity and excitement is apparent; ideas tumble over each other. People inform, adapt, exclaim, and resolve. Engagement doesn’t end with the meeting; people follow through. They work hard and intensely, often for days at a time, in their commitment to purpose and each other.

Tom described one of his team’s intensely focused periods. The CEO agreed to consider their proposal: “show up tomorrow morning.” Yikes! This meeting had the potential of a great leap forward so, “We stayed up until 2AM to get ready for the presentation the next day,” Tom remembers.

And when the morning came, “we were ready, and we nailed it.”

Extraordinary groups thrive on member engagement and passion. Messy group interaction, conflict, and disagreement were common in the groups we learned from. Laughing, good humor, playful energy, and a joyful spirit also show up—even in serious circumstances or tense moments.

As Tom recalls, “We frequently went down the street after work and shared a pitcher of beer. We laughed a lot and hammered out what we needed to do next. We had a good time together, and we all gained a great deal of respect for each other.”

5. Embracing differences. Extraordinary groups are intrigued with the diversity of information, perspectives, and backgrounds within the group. Creative alternatives emerge from hearing diverse views—great groups know and encourage this. In Tom’s team, “Everyone had input, and egos didn’t get in the way. There was no, ‘I’m doing this my way,’” he says.

“Respect for differences makes it easier for members to bring their true selves to the group.”

A culture of respect for subject matter experts developed. “We deferred details to them,” Tom states. “We developed consensus for the bigger issues. We wanted to go forward with a plan that had everyone fully committed.”

Respect for differences makes it easier for members to bring their true selves to the group. People are appreciated for who they are and how they are similar to and different from others. Members are spontaneous, more likely to take risks, and able to fully express themselves. They challenge each other, push boundaries, and share personal experiences. They discuss “the undiscussable,” and they seek and offer feedback.

Teamwork

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Tom remembers that, “some of our best work came out of arguments. People felt safe defending a position and safe compromising when needed. The willingness to compromise was helped by mutual respect,” he says. “For my part, I reminded everyone that we were not trying to solve world hunger; we were simply trying to convince a conservative corporation to start

6. Unexpected learning. Members of extraordinary groups learn beyond their expectations. They amaze themselves when they see their entire group take up a challenge together and when they take note of what is learned because of this collective action. They see and hear learning happen as the group stretches. In this stretch, individuals grow their skills, knowledge, frameworks, self-awareness, and sense of potential.

The people we interviewed typically expressed being changed, increasing personal confidence, and learning a lot. As one of Tom’s group members reports, “I learned lessons...about how to get the right people on the team, how to work together so that egos don’t get in the way, and

how to do a process from end-to-end.” And he applied those lessons throughout his career.

7. Strengthened relationships. Groups shape themselves in two primary ways: Some groups, such as social clubs, enjoy being together and then search for activities and purpose that keep them together. Continuing and deepening their bond is their priority. Other groups (Tom’s for example) draw together first around a shared purpose and grow their relationships by working together.

Groups strengthen when members discover common values, purpose, or interests. Shared hard work, challenges, and accomplishments glue them together. They rely on,

commit to, and follow through with each other. “When we got our whole team in one place,” Tom says, “we’d be together all of our waking hours for two to three days straight.” The friendships that evolve out of such

8. Great results. Results typically surpass even members’ high expectations. Tom’s group’s recommendations saved millions. Although proud of these accomplishments, Tom sees them as an indicator that something even more important had happened. What excites him, even today, is the “magical” way his team worked together.

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Training Schedule

(For more information, contact Geri Miller: gerimiller@mt.gov)

DECEMBER	TIME	COURSE TITLE	LOCATION	COST	HOURS
13	9am-3pm	Women in Corrections	DOC Training Center	Free	7
13-15	8am-5pm	CP&R Facilitator	Montana Women’s Prison	\$18.00	24
14-15	8am-5pm	Investment in Excellence - Phase II	DOC Training Center	\$241+S&H	16
16	10am-2pm	Stress Management	DOC Training Center	Free	4
16	8am-12pm	True Colors	Montana Women’s Prison	Free	4
17	8am-12pm	True Colors	DOC Training Center	Free	4
21	6am-2pm	Verbal Judo/Tactical Communication	MSP - Large Classroom	Free	7
21	1pm-5pm	True Colors	Central Office	Free	4
22	10am-2pm	Avoiding Offender Manipulation	DOC Training Center	Free	4
JANUARY					
4	8am-12pm	First aid refresher	MSP - Large Classroom	Free	4
4-5	8am-5pm	Basic facilitator	DOC Training Center	Free	16
10-14	8am-5pm	Staff Supervision-Nuts & Bolts	VisionNet-MSP, MWP, Helena	\$25.00	35
11-14	8am-5pm	Effective Communication	Montan Women’s Prison	TBA	32
13	8am-4pm	Verbal Judo/Tactical Communication	MSP - Large Classroom	Free	7
		Mental Health Issues & Suicide			
20	8am-12pm	Intervention	DOC Training Center	Free	4
20	12pm-4pm	Drug Identification	DOC Training Center	Free	4
24-28	8am-5pm	Basic Instructor Development	Montana Women’s Prison	\$20.00	40



Authors Ryan and Bellman

Teamwork

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Forty of our 60 groups reported impressive tangible results. We heard of a library built, software developed, research completed, a conference held, candidates screened, a beach cleaned, championships won, a neighborhood beautified, markets gained, military missions accomplished, lives saved,

and many more. All are tangible; all are impressive. But as with Tom's team, tangible results are often seen as indicators of success, but they are only one part of that success.

The intangible results we heard about included shared excitement, new life paths, celebration of accomplishment, a new community spirit, renewed commitment to others, explosion of personal potential, and creation of family. None of these are readily measured in numbers, dollars, or percentages, but they all are tremendously important.

We humans are first of all group beings, not corporate beings. We find satisfaction in small group settings, not in multi-tiered and siloed organizations. Tangible results feed organizations, intangible results feed us, and small groups are where we go to be fed.

Tangible results can transform an organization, but intangible results

transform individuals and groups. Three years of studying extraordinary groups tells us that when someone says, "That was an amazing group experience,"—something intangible and transformative has likely happened.

Tom says that his extraordinary group experience shifted his view of the world. "This experience showed me that I could rise above personal fears and redefine my success. I didn't have a history of bucking the system and I've never really liked confrontation."

During the presentation to the CEO, Tom was asked, "How confident are you that this is a good idea?" Tom replied, "I'll bet my job on it." What he learned propelled him to seek leadership roles with increasing scope and responsibility, and his transformative shift reshaped him as a leader and group member.

NIC project offers regional training

The National Institute of Corrections has developed a program designed to make training more available and affordable to correctional professionals.

The Regional Training Initiative provides assistance and funding for the regional training through an organized group of volunteer trainers called regional field coordinators.

In an era of rapidly increasing numbers of juvenile and adult correctional employees and trainers who must be trained quickly, the NIC program enables both juvenile and adult correctional agencies at the state and local level to bring more correctional training online without significant budget increases. It is a cost-effective means of increasing training resources, training capacity and information dissemination among training professionals from jails, prisons, community corrections, juvenile justice agencies and the Federal Bureau of Prisons.

The initiative is supported by the NIC Academy Division and relies on volunteer juvenile and adult correctional trainers to provide professional development, resource sharing and networking opportunities to their peers in local, state, and federal correctional agencies throughout the nation.

The purpose of the program is to build networks across traditional boundaries among juvenile and adult correctional agencies in order to share training resources and information, and to participate in joint training efforts.

This provides opportunities for more juvenile and adult correctional staff to participate in training programs and access training resources, while offering relevant training based on input around regional needs and interests. The program also promotes the sharing of information, training and other resources across traditional boundaries among juvenile and adult disciplines, and local, state, and federal correctional agencies.

The result is an increase in dissemination, use and impact of juvenile and adult correctional curriculum packages and



Regional

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training technologies developed among agencies throughout the country, and maximum use of federal funding available for correctional training for local, state and federal prisons, jails, community corrections and juvenile justice agencies.

The program organizes states and territories into four regions. Each region has 10 regional field coordinators, drawn from prisons, jails, community corrections, juvenile justice agencies, and the Federal Bureau of Prisons. Each year, with NIC support, coordinators come together to plan and organize correctional training and capacity-building initiatives within their respective regions.

Coordinators and academy staff coordinate communication within each region, between regions, and between all regions and the NIC Academy in order to carry out projects, training programs, and resource sharing throughout an activity year.

Ideally, coordinators are juvenile or adult agency training directors, administrators, coordinators or senior trainers with experience in developing, delivering, and/or coordinating training in their home agency. They are selected

through an annual application process that includes endorsement by their chief administrators to assure they will have agency support in carrying out their duties as a coordinator.

These volunteers are essential to the success of the training initiative. Within each region's team are trainers representing state, local, and federal agencies and the disciplines of community corrections, jails, prisons, and juvenile justice.

The western region represents Washington, Oregon, Idaho, Montana, Wyoming, California, Nevada, Utah, Colorado, Arizona, New Mexico, Alaska, Hawaii, Guam and Marianas Islands.

The region will host several training courses throughout 2011: unleash your leadership competency training for supervisors and mid-managers; mindful supervisor: cognitive principle in staff supervision; ethics for corrections supervisor/management level; essential skills for new supervisors; Mexican cartel training; and active shooter.

Lisa Hunter, the organizational development manager in the Department of Corrections Professional Development Bureau, is a coordinator representing Montana. She will facilitate the unleash your leadership competencies and the essential skills for new supervisors courses in Montana.

For more information about these training courses please call her at 406-846-1320 ext 2483 or send an e-mail message to lihunter@mt.gov.

Two certified as communication instructors

Dave Garcia and Tom Bolton, staff training and development specialists at Montana State Prison, were recently certified by the Verbal Judo Institute Inc. as verbal judo/tactical communications instructors.

Verbal judo was developed 28 years ago by George J. Thompson, who has a varied background after teaching high school English for four years, university-level English literature for 10 years, and serving as a full- and part-time police officer for five years. He also is a martial arts expert. He holds black belts in both judo and taekwondo.



Verbal judo/tactical communications has a key training tool for police and correctional tactical communication systems since 1983. It has been taught to more than 700,000 police, correctional and security officers in more than 700 departments and agencies.

Garcia and Bolton have offered several classes at the prison with positive reviews.

Two more classes are scheduled at MSP on Dec. 21 from 6 a.m. to 2 p.m. and on Jan. 13 from 8 a.m. to 4 p.m. More classes will be offered during the coming year.

They welcome all DOC staff to participate in this unique understanding of communicating with people.

Comings

These lists of new and departing employees are for the period from Sept. 25 through Dec. 3. If you notice errors or omissions, please call the *Signpost* editor at banez@mt.gov.

Central Office

Adrienne Landreth
Jan Casarotto
David Vaught

Montana State Prison

Carolyn Arbour

Ryan Briggs
Colter Coker
Sheila Daniel
Eric Danowski
Thomas Elmore
Tricia Hicks
Sommer Korth
Todd Lerol
Amber Masolo
David McDonald
Joseph Perry
Louis Peterson
Scott Reeves
Douglas Ross
Tristan Schaub

Michael Semenik
Shelly Shellenberger
Jeramie Sims
Destany Smith
Rebecca Solan
Tara Staber
Lawrence Waugh
Hugh Wilson
Jeremy Young
Timothy Zink

Pine Hills

Catherine Dunphy
Carrie Lange
Steve Ray

Jean Stewart
Dixie Yeager

Probation and Parole

Walter Peter, Glendive

Treasure State

Robert Corbell
Jodie Schiele
Ryan Sharkey

Goings

Donci Bardash
Carrie Beach
Charlotte Briggs
Crystal Brown
Jody Brown
Ray Brown
Kerry Bruner
Benjamin Cannon
Kenneth Castleton
Sandra Crocker-Russell

Tari Erflie
Steve Gibson-R
Stephen Grinder
Charles Hill
Pati Killebrew-Hall
Ron Kiosee
Erin Kuntz
Reba Lillard
Johnny Little
Jeffrey McKean

David Miller
Timothy Mueller
Jennifer Mulske
Eric Ohs
Nikki Pearson
Theodore Phillips
Tina Sander
Richard Schmalzried
John Smith-R
Nicole Smith

Shane Smyth
Barbara Tompkins
Robert Vollrath-R
Steven Waggener
Pamela Ward-Eberlein
Timothy Wickert

R=retired

Report

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cial services, adult community corrections, information technology, Montana Correctional Enterprises, Montana State Prison, Montana Women's Prison, staff services and youth services.

The front portion of the report lists major department accomplishments in the two years since the last session convened in 2009. It also details facilities and programs, as well as the status of some initiatives undertaken by the department and accomplishments of individual divisions.

The back section features statistical information about operations, costs

and effectiveness of department programs.

For example, a reader can find out that Montana's incarceration rate consistently remains below the national average, the department spends more than 93 cents out of every dollar on services for offenders, the average length of stay for male inmates is slightly less than 21 months and Montana's recidivism rate is lower than the average for other states using the same measurement.

The department printed fewer copies of the report this year, hoping readers will rely more heavily on the online version. In addition, each copy of the report was less expensive than two years ago.

Copies of the report are provided to members of the six-person subcommittee that will be working on the

DOC budget, as well as to other legislators requesting one.

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