

THE BALANCE OF LIFE: THRIVING IN THE BELLY OF THE BEAST

Allen K. Hess, Ph.D. — Contact: ahess@aum.edu

*In a place where there are no men,
strive to be a man.
Hillel in Pirke Avot 2.6
(Hertz, 1945, p. 33)*

Bob Smith, our newsletter Executive Editor, asked me to write about a topic that may interest our Association's readers. The third edition of *The Handbook of Forensic Psychology* (Weiner & Hess, 2006) had just been published and came to Bob's attention. He might have thought that there were topics of interest to our members that I could address.

I scanned the table of contents and found a plethora of topics including the history and domain of our field, domestic law issues, civil law questions such as malpractice, personal injury, informed consent and competence, for the more forensically-oriented members. Or criminal topics such as eyewitness identification, juror selection and jury dynamics, criminal competence to stand trial and the insanity defense, violence prediction, forensic hypnosis and lie detection, both hard-wired (electro-physiological) and soft-wired (verbal para-verbal and non-verbal cues) and a major question, the prediction of violence and recidivism. The more corrections-oriented of our members might also find treatment issues such as prevention and juvenile intervention and treatment most relevant. All professional psychologists would find effectively reporting one's findings, both in written reports and courtroom testimony, important. And the old stand-bys of practicing in legally and ethically-informed ways to be career savers.

However, all these topics are crucial and fill journals such as our *Criminal Justice and Behavior* and books. Workshops abound in these areas. What might be missing?

You are.

I am not sure Bob knows of my work in the area of psychotherapy supervision. After decades of work in the area of what makes for effective psychotherapy and its teaching and learning (Hess, Hess, & Hess, 2008), it is clear that what is termed "non-specific treatment effects" accounts for most of the effect in psychotherapy. This is a fancy way of referring

to the psychotherapist's personality, his or her ability to help the client be ready to accept change, and the timing and life circumstances, all of which coalesce into the moment. So what is unique about the forensic and correctional psychologist that forms the balance of this piece?

Power

French and Raven (1959) provide a theoretical structure concerning power. They divide the concept into types of power, formal and informal. Within formal power, they see reward and coercive power; the

• In the most challenging of circumstances, we need to operate with moral authority. That is, we need to become role models.®

former being the ability to provide raises, promotions, preferred work and vacation schedules, preferred job duties, convention trips and the other formal aspects of a role within an organization. By the way, I mean organization to include one's social group and family, as well as court or prison or clinic. That is, one has great reward powers with one's family members, particularly one's children. Coercive power essentially is punitive, such as letters of reprimand, assigning less desirable work schedules and assignments, low or no raises, failure to promote or to award discretionary benefits.

Informal power bases consist of informational, expert and referent powers. Secretaries can amass great amounts of information ranging from short-term information such as where someone is currently located and what they are working on (such as visiting X facility where there have been two escapes) to more long-term information about the superintendent's

(Continued on page 3)

INTERNATIONAL ASSOCIATION FOR CORRECTIONAL & FORENSIC PSYCHOLOGY

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MEMBER ARTICLE

THE BALANCE OF LIFE (Continued from page 1)

character and likelihood to sponsor a particular program.

Expert power focuses on a professional's skills, training, and ability. The prison or jail needs expertise in judging mental states and violence potential. Our degrees, certifications, and experiences form the basis for expertise. As examples, Dr. B can read MMPIs or Rorschachs expertly while Dr. Y is a bona fide sex offender psychotherapy expert.

Referent power is the most compelling of the powers. When we face a dilemma, we often think; "What would X do?" Sometimes in psychotherapy this takes the form of; "What would Dr. A [my supervisor or trusted teacher] say or advise me to do?" A vision of Dr. A shaking or nodding his head might occur to the clinician. Doctor A becomes the referent or authority, especially regarding personal, moral, and ethical issues.

In essence, I am positing that the agent of change in human interactions, and particularly in psychotherapy, is the referent power of the psychologist. The central issue in change and growth becomes; "What faith does a person invest in Dr. A?" What images are conjured up, be they live models, such as supervisors and treasured elders and colleagues, or imaginal, such as a dead but honored parent or a religious figure. The popularity of the wrist-bands a decade ago that asked; WWJD is an example of referent power. Consider three examples; Martin Luther King, Jr., Mother Teresa, and Chiune Sugihara. The first two examples are probably clear to all. Considering their power bases, both had little to no reward power or coercive power. In essence, each of you have more formal power than either of them had. They had little informational

power nor expert power. But both had enormous referent power or moral authority. Their lived lives were the sources of referent power.

Within corrections, I saw a superintendent of a richly-endowed Federal prison lose all his authority when he was arrested for a DUI on Christmas. This offense compounded his use of a snitch system that promoted paranoia and unrest within the facility. A riot was a matter of time as there was no moral compass in that institution. The absence of referent power robs the whole environment of a sense of justice, of purpose, and of direction. It need not be a matter of religion but a matter of spirituality and values. Governors Greavey (NJ) and Spitzer (NY) lost their ability to govern by their fall from moral grace.

Corrections, as well as most other work environments, does not necessarily encourage referent power. People are focused on the ability to get favor and to grant favor in order to get more favor. It is easy to have one's values eroded. One deals with the corrupt of our society – be it a juvenile or adult facility, a prison, jail, or court. We see unspeakable horrors and hear about evils beyond human comprehension (I will not relate the tortures and horrible murders that I heard about in my years behind the walls – every correctional worker has such tales). Our sense of self can be worn down. Bad as these events might be, most correctional work stress does not come from the inmates, nor for professors from their students. The greatest sources of work stress are our colleagues and our bosses. It is easy to resort to less noble actions such as verbal attacks and spreading gossip, building alliances against a weaker and picked-upon colleague. Corrections is a gritty whetstone.

But if we are to become fully human, we must realize that a gritty whetstone is what sharpens a knife most keenly. In the most challenging of circumstances, we need to operate with moral authority. That is, we need to become role models. I noticed my language slipping more and more into profanity. This is something I never had done in clinical settings before. I noticed others basing their actions on expedience rather than principle. One mental health director changed the diagnoses above the signature lines of the psychiatric and psychological reports. The other three diagnosticians went along with him and retained their consultancies worth thousands of dollars. I could not abide my diagnoses changed by someone uninformed about psychopathology and using my name. He challenged me to say nothing or be "non-continued" (what a lovely euphemism for fired). How do we maintain our moral grace in the prison or court environment that has been characterized as the belly-of-the-beast and the repository of our moral reprobates? How do we maintain our humanity and values amongst people who show us so little – be they prisoners or staff? Simply put, in a place where there are no people of character, maintain your character.

How? If you succumb, you are lesser for it. If there is any hope for the others, you can serve as a model – as a moral referent. You become trusted. And to maintain your own equilibrium, know that there are others like you. That you can elicit from some around you better behavior. Make sure you have moral referents. Be sure you maintain your physical and mental health, you nourish your

(Continued on page 4)

MEMBER ARTICLE

THE BALANCE OF LIFE (Continued from page 3)

intellect and your morale. For the first, exercise and diet; for mental health, be sure you are involved with the arts or agriculture or something that grows.

At times when I was tempted to respond in kind to immoral people and actions, I remembered that it is never wrong to do right. And what is right? That is often the easiest question to answer, though harder to do.

Chiune Sugihara was the Japanese Consul General in Lithuania in 1939. Along with his wife, Yukiko, he worked 18 to 24 hours a day writing 300 visas a day for Jews fleeing German-occupied Poland, slated for death. There are now some 40,000 "Sugihara Jews" (their progeny) alive today. He was exiled by Japan to an obscure Siberia diplomatic posting and not allowed to see his family for years at a time. When asked why he did what he did, he patiently explained

that he followed his nation but when it departed from Godly teachings, he had to follow God. "There refugees were human beings and in need of help. After all, even a hunter cannot kill a bird which flies to him for refuge." In our lives, both personal and professional, we face choices constantly. Though we may waver from time to time, Sugihara provides us a moral compass;

"Do right because it is right."

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MEMBER ARTICLE

IDENTIFYING AND MEASURING PRISON MORAL CLIMATES

Alison Liebling, Ph.D.—Contact: al115@cam.ac.uk

I wish staff would be more polite and genuine (Prisoner).

When I first came in, I had no pillow. I approached two officers – they were chatting, so I waited. Eventually, one of them asked me what I wanted. He told me that I was not entitled to a pillow and carried on chatting. They were not concerned about me. That seems minor, but it's crucial. It can turn you into a different person (Prisoner).

There has been a quality revolution in the prisons domain, but

this revolution has brought with it several untested assumptions about the concept of prison quality. Staff working in prisons, as well as critics of the prison, express considerable discomfort about the impoverished version of prison performance imposed by modern managerialist techniques. In her book, *Prisons and Their Moral Performance*, the author proposes an innovative theoretical and conceptual approach to the question of prison quality, without the distortions of managerialism driving the quest. She considers the early attempts by Moos and others to assess prison regimes in the quest for therapeutic effectiveness and the move over time to

more managerialist approaches to prison quality. She argues that it is valuable to revisit the following: a) some of the contemporary claims made for the prison, b) the problem of prison suicide, and c) the public-private sector debate in the light of some of the findings and conceptual signposts arising from this research.

Scholarly interest in evaluating prison quality was widespread during the so-called treatment era, when Moos and others sought to link the climate or orientation of certain prison regimes to reconviction outcomes. The scales devised were embedded in thera-

(Continued on page 5)

MEMBER ARTICLE

IDENTIFYING AND MEASURING (Continued from page 4)

peutic concepts such as involvement, support, and personal problem orientation. Moos and others found that ratings on such scales varied independently of background variables such as age and length of stay and they tended to remain quite stable over time – so there were good grounds for believing that differences in prison climates could be reflected using such an approach. More positive social climates were found to be associated with beneficial changes on a range of self-appraisal dimensions, but generally were not associated with post-release success. Although there were many other uses for this kind of research (for example in the evaluation of program implementation or staff training, or in the investigation of other outcomes such as absconding) and most authors of these kinds of studies saw the task as developmental, interest dwindled. A more managerial interest in comparing prison quality brought renewed emphasis on internal measurement during the 1990s. These studies have begun to re-establish the conceptual link between prison quality and

outcomes, a change of pace that has been led in part by new private sector interests, but the development has also been influenced by the apparent impact that cognitive-behavioral programs can have on recidivism rates. The proliferation of performance data in criminal justice has brought about an apparent quality revolution but such types of data have been widely criticized on the grounds that they are un-sociological, they fail to address key concepts in statements of aims (such as humanity, respect, and decency), they are not based on clear meanings, they over-emphasize service delivery, they rely on single, narrow and specific measures, and they fail to explore relationships between different aspects of prison quality, with little interpretation. So, there is clearly room for improvement.

The studies that the author and colleagues have conducted over recent years consist of a series of related investigations to include: a) how to measure prison quality meaningfully, b) the effectiveness of a national prison suicide prevention program, and c) public-private sector comparisons. The early studies involved some mixture of public and

private sector prisons, and so, naturally, we investigated any differences with interest. The methods used have self-consciously involved a move from strong qualitative foundations (observation, interviews, and organized dialogue) towards an increasing use of quantitative survey data, interspersed with several returns to qualitative methods. We have used the findings to investigate some current claims made for the prison. For example, considerable disagreement exists as to whether prisons should be, and whether they are, painful and punishing. The claim is often made that prisons are not painful and punishing enough. Responses from randomly selected prisoners drawn from five establishments on this question show that prisons are experienced as painful and punishing by 32% and 59% of prisoners respectively. What is of most interest here is that these figures, as indicated in Table 1, vary significantly by prison, and that the painfulness of prison is in part determined by how punishing it feels.

Disagreement also exists as to

TABLE 1: How Punishing and Painful is Prison? Percentage of Prisoners Who Agree/Strongly Agree with Statements About Painfulness and Punishment

<i>Statement [Power]</i>	<i>Belmarsh</i>	<i>Holme House</i>	<i>Risley</i>	<i>Doncaster</i>	<i>Wandsworth</i>
1. My experience in this prison is painful.	50.6%	25.5%	31.7%	15.8%	35.0%
2. My time here seems very much like punishment.	83.1%	46.8%	53.4%	49.1%	61.7%

Nb. 1. Differences between Belmarsh and Holme House, Belmarsh and Risley, Risley and Doncaster, Doncaster and Wandsworth using mean scores are significant; 2. Differences between Belmarsh and Holme House, Belmarsh and Risley, Belmarsh and Doncaster using mean scores are significant.

(Continued on page 6)

MEMBER ARTICLE

IDENTIFYING AND MEASURING (Continued from page 4)

whether prisons assist prisoners in living more law abiding lives after release. Increasing claims are being made in the UK context that

siasm about their need for courses, rehabilitation and constructive activity. These conversations conjured up Frankl's observation in *Man's*

encouraged to think about it in creative and appreciative ways, is: respect, humanity, trust, staff-prisoner relationships, safety, order,

TABLE 2: How Useful is Prison? Percentage of Prisoners Who Agree/Strongly Agree with Statements About Usefulness of Prison (Personal Development)

Statement [Power]	Belmarsh	Holme House	Risley	Doncaster	Wandsworth
1. I am being helped to lead a law abiding life on release.	13.2%	29.8%	29.8%	35.1%	21.6%
2. This regime encourages me to think about and plan for my release.	27.7%	40.5%	31.6%	48.3%	38.4%
3. On the whole I am doing rather than using time.	73.5%	67.0%	66.4%	55.2%	71.7%
4. The regime in this prison is constructive.	13.2%	26.6%	16.8%	48.3%	11.7%

Nb. 1. Differences between Belmarsh and Holme House, Belmarsh and Risley, Risley and Doncaster, Doncaster and Wandsworth using mean scores are significant; 2. Differences between Belmarsh and Holme House, Belmarsh and Risley, Belmarsh and Doncaster using mean scores are significant.

they can achieve this, and that the prison can be used, if managed effectively, to reduce reoffending by up to 10%. Here are some thoughts on the matter from prisoners.

As indicated in Table 2, prison is not experienced as particularly helpful by prisoners (only 26% agree that they are being helped to lead a law abiding life on release and 67% agree that they are just doing rather than using time). We know from national data that re-conviction rates following release from prison are high – especially for short sentence prisoners.

Four factors emerged from our original dimensions: a) personal development, b) engagement, c) regime activity, and d) help with offending behavior. Prisoners described all of these factors as important, and as contributing to the humanity of their treatment as well as to their future prospects. Prisoners talked with energy and enthu-

Search for Meaning that:

What man actually needs is not a tension-less state but rather the striving and struggling for some goal worthy of him (Frankl, 1964, p. 107).

There is considerable disagreement about what ought to be measured in prison as well as what it is possible to measure. The above two examples are drawn from a year-long project aimed at working closely with staff and prisoners in five prisons in order to identify from the ground up what matters most in prison. Prisoners were clear that what made one prison different from another was the manner in which they were treated by staff, how safe the prison felt, whether or not they had access to their families, and how trust and power flowed through the institution. What prisoners would measure, if they were asked and

fairness, personal development, family contact, and their own subjective well-being. We learned to do this, with their help, and the results have been illuminating. Why do these things matter? Values of the virtues matter, and so does the acknowledgement of human dignity denied. When a prisoner said: "They should be careful, making jokes about my 14-year sentence." What the prisoner meant was, at the deepest possible level, how staff talked about the 14-year sentence matters to, and changes the prisoner, as a person. It matters more than (but I argue elsewhere, is also linked to) what time they lock me up in the evening (see further Liebling, assisted by Arnold, 2004). Most of our experiences of events and institutions are essentially relational.

Taking this conversational-but-operationalizable strong evaluation
(Continued on page 7)

MEMBER ARTICLE

IDENTIFYING AND MEASURING (Continued from page 6)

tion approach has gradually led us closer to a series of answers to our long-term research questions about why prison suicides occur disproportionately in some prisons rather than others (Liebling et al., 2005), what makes some prisons more survivable than others, and how we might work towards improving offender well-being and sense of citizenship. Drawing on survey data of this nature, grounded in what matters to staff as well as prisoners, and observational and interview data, we can reasonably confidently demonstrate that the experience of imprisonment is influenced by the following: a) the social and demographic characteristics of the offenders, b) the moral or relational climate or quality of the prison, and c) the facilities and resources available to the prisoner, which are partly influenced by b. Mean levels of distress in prison (which can be linked to institutional suicide rates) have been found to be ex-

tremely high, but they also vary significantly by prison. Distress among prisoners is experienced as a lack of trust in the environment, a feeling that the staff are indifferent or non-responsive, and a lack of access to support. Poor quality regimes were unpredictable and impoverished. Prisoners in low moral performance prisons felt frustrated, powerless, and at the mercy of individual staff for everything.

Prison quality (or moral climate) is influenced by the beliefs, attitudes, and practices of prison officers; and the facilities and resources at the prison. What shapes prison staff attitudes and culture is a combination of the history and architecture of the prison, current popular ideas held by staff about the moral status of prisoners, and the power and effectiveness of each prison's senior management team. Describing, understanding, and measuring the moral climate of prisons is turning out to be a valuable and instructive task.

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Alison Liebling, Ph.D., is Professor of Criminology and Criminal Justice in the Institute of Criminology, University of Cambridge, United Kingdom. She lectures there and is the Director of the Prisons Research Center and the Director of the Ph.D. Program at Cambridge, as well.

ITEMS OF INTEREST

THE PEER GROUP PROGRAM IN ISRAEL

Avraham Hoffmann—Contact: hoffmanh@a2z.net.il

The following is an excerpt from a paper presented by Avraham Hoffmann at the 10th International Corrections and Prisons Association conference, Prague, Czech Republic, October 26-30, 2008.

As Director General of the Prisoner Rehabilitation Authority (PRA) in Israel, I searched for ways to help offenders sustain their rehabilitation. My approach focused on three entities: a) the offender, b) those

who work to rehabilitate the offender, and c) the society or community, itself. One of the programs, the Peer Group Program, was created by the PRA over 20 years ago. This unique program uses successfully rehabilitated offenders to work with other offenders who are at the beginning of their rehabilitation process. To be eligible for the program, the rehabilitated offender must be drug-free for 2 years, have no criminal offense for 2 years, be successfully employed for 2 years, and, if married, must have a

healthy family relationship.

The peer offender must successfully complete an 80-hour course over 20 weeks. After being trained, the peer offender is assigned an offender or trainee who is starting the rehabilitation process and the two eventually join a larger group of peers, trainees, and professional therapists. The peers, trainees, and therapists represent a therapeutic setting.

There are three stages in the
(Continued on page 8)

ITEMS OF INTEREST

THE PEER GROUP PROGRAM (Continued from page 7)

Peer Group Program: a) stage one, the professional therapists train the offenders, b) stage two, pairs of trained peers and trainees are formed, and c) stage three, professional therapists, peers, and trainees are expanded into a larger group. The therapeutic model for the Peer Group Program is taken

from Winnicott's Object Relations Theory with the focus on the object. The development of the trainee is similar to that of the baby who grows and develops through relations with the primary object, the mother. The trainee develops or is rehabilitated with the peer and the group as the primary object.

Avraham Hoffman is a lecturer at Judea Samaria College, Ariel, Israel, and is Founder and Former Director General of Israel's Prisoner Rehabilitation Authority.

ITEMS OF INTEREST

ICCA CONTINUES A TRADITION OF EXCELLENCE WITH 16TH ANNUAL RESEARCH CONFERENCE

Jane Browning—Contact: jbrowning@iccaweb.org

For 16 years, the International Community Corrections Association (ICCA) has carried the standard of the "what works" movement, identifying and promoting evidence-based best practices. Supported by the National Institute of Corrections in the U.S. Department of Justice, ICCA presents the latest research findings at its annual conferences and then publishes the proceedings as a series of books on what works in cooperation with the American Correctional Association (ACA).

The "what works" movement began with ground-breaking Canadian research of the late 1970s and early 1980s on risk/needs assessment tools that evaluate the static and criminogenic needs of offenders on the basis of historic data, employing an actuarial approach to predicting future behavior. Those early forays into predicting behavior have flooded the field of criminal justice to saturation: evidence-based practices (EBP) is required by state statute in a number of places now, and undergirds U.S. national law in the Second Chance Act passed in April, 2007. Making "what works" work remains a challenge, and doing "what works" is the ICCA motto.

The ICCA 16th Annual International Research Conference on What Works in Community Corrections took place October 19-22, 2008, in St. Louis, Missouri. Operating on the research conference theme, *Risk, Resilience, and Reentry*, we approached the subject of doing "what works" from every possible angle:

- Exploring the meaning and nature of leadership in a day-long pre-conference executive training session;
- Visiting model programs at local facilities;
- Providing an exhibit hall with the latest technologies for supervision and curricula for behavioral assessment and change;
- Providing a keynote from the perspective of neuroscience with a series of research plenaries from the social sciences;
- Having an array of workshops, featuring the practical application of research principles from model programs from North America;
- Providing dynamic and moving luncheon speeches from dedicated leaders in state government, the judiciary, and grass-roots providers;
- Having panel presentations

showcasing the remarkable achievements in reentry and juvenile justice reform in Missouri.

The St. Louis meeting drew 425 community corrections professionals in the fields of treatment, probation, and parole, residential facility operations, day-reporting, and work release, and sheriff's departments and jails, along with outstanding members of the judiciary and a strong contingent from the Federal Bureau of Prisons and the U.S. Department of Justice's Bureau of Justice Assistance.

Globally-renowned executive trainer Don Schmincke of the SAGA Institute conducted the *National Leadership Institute: The Next Generation of Leaders in Community Corrections* as a pre-conference offering attended by 200 people. Timothy Condon, Ph.D., Deputy Director of the National Institute on Drug Abuse, National Institutes of Health, presented the keynote address. Doctor Frank Porporino challenged the field to a new vision in his opening research speech titled, *Bringing Sense and Sensitivity to Corrections: From Programs to Fix Offenders to Services for*

(Continued on page 9)

ITEMS OF INTEREST

ICCA CONTINUES (Continued from page 8)

Supporting Desistance. Carol Shapiro, Founder and CEO of Family Justice, responded from her perspective of family dynamics at work in rehabilitation.

The International Association for Correctional and Forensic Psychology (IACFP) sponsored the first annual Dr. Edwin I. Megargee Honorary Lecture Series hosting a terrific presentation titled, *The Use of Risk and Needs Assessment in Evidence-Based Sentencing* by The Honorable Mike Wolff, a Justice of the Missouri Supreme Court. Doctor Kenneth Wanberg, who, with his colleague Harvey B. Milkman, published many useful guides for practitioners over the years, presented a major paper titled, *Effective Approaches for Criminal Conduct and Substance Abuse Treatment: Recent Findings Around What is Working.* Judge Leonard Edwards of the California Court Services Administration offered a moving demonstration of the work of the Santa Clara County Family Court in treating addicted mothers and reuniting families. The third research plenary came from Dr. Doris MacKenzie (University of Maryland) titled, *Evidence-Based Corrections and Reentry Programs.* Jake Horowitz of the Pew Center on the States responded with a state-level view on legislative reforms around reentry. Mary Leftridge-Byrd, Assistant Secretary for Offender Programs, State of Washington Department of Corrections, closed

the meeting with a deeply personal and highly professional view of who offenders are and what we can achieve by working together in her closing luncheon speech.

As with every association meeting worth its salt, the ICCA presented a number of well-deserved awards during the course of the annual meeting. Chief among these was the 2008 Margaret Mead Award presented to Raymond J. Weis, President and CEO of Dismas Charities, Inc., of Louisville, Kentucky. Along with the Mead Award goes the responsibility of presenting the annual Margaret Mead Lecture, an ICCA tradition initiated years ago by the famed anthropologist Margaret Mead herself.

Other awards winners were Marlene Beckman of the National Institute of Justice, Research, and Evaluation section, receiving the 2008 David Dillingham Public Service Award; Brenda Mahr, CEO of Employment Connection in St. Louis, receiving the 2008 J. Bryan Riley Meritorious Service Award; Judge Jimmie Edwards, Circuit Judge for the 22nd Judicial Circuit Court in St. Louis, receiving the 2008 ICCA Judicial Award; and Den Freaney, Vice President of Development for Dismas Charities, Inc., receiving the 2008 Arthur McDonald Leadership and Service Award.

Partners and sponsors of the ICCA 2008 conference in St. Louis included

Dismas Charities, Inc.; International Association for Correctional and Forensic Psychology; Magdala Foundation; Mid-America ATTC (Addiction Technology Transfer Center); Missouri Department of Corrections Division of Probation and Parole; National Institute of Corrections; Pioneer Human Services; Safer Foundation; Saint Louis University's School for Professional Studies Criminal Justice Organization; St. Louis Mental Health Board; United States Probation Eastern District Missouri; Oriana House; Community Resources for Justice; Cornerstone Programs, Inc.; Volunteers of America-Delaware Valley; New Beginnings Treatment Centers; Orbis Partners, Inc.; Teletrust; Sysco-Seattle; BI, Inc.; and Talbert House.

ICCA staff and volunteer leaders are already hard at work planning the 17th Annual Research Conference on What Works which will take place in Orlando, Florida September 13-16, 2009. For more information on ICCA, its conferences, publications, and membership opportunities, contact jbrowning@iccaweb.org or visit iccaweb.org.

Jane Browning is the Executive Director of the International Community Corrections Association, Washington, DC.



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ITEMS OF INTEREST

ICPA CONFERENCE REFLECTS ON LESSONS LEARNED

Donald G. Evans—Contact: dge@sentex.net

The International Corrections and Prisons Association (ICPA) held its 10th conference in Prague, Czech Republic, October 26-30, 2008. The theme of the conference, *A Decade of Lessons Learned and Future Challenges*, featured plenary sessions and workshops covering a variety of topics and representing

a number of jurisdictions and described efforts to manage offenders in prison and community settings. Fifty-eight countries participated in the conference as presenters or as participants. It was a unique opportunity to network with correctional professionals from various jurisdictions and to learn about the chal-

lenges facing correctional systems other than one's own.

When ICPA was formed in 1998, prison population growth was not as universal a problem as it has become in the last 10 years. Now more than ever there is a need for correctional professionals to find

(Continued on page 11)

ITEMS OF INTEREST

ICPA CONFERENCE (Continued from page 10)

a venue to discuss problems and explore and exchange ideas and promising programs. The ICPA has become a vehicle for such exchanges.

There were presentations covering prison and community correctional programs. Prison and community partnerships were featured as well as private, public partnerships. The clear indication was that prison administrators cannot solve the population growth issue on their own and need to look for innovative and cooperative solutions from other agencies in government and non-government sectors.

The large number of sessions, especially parallel ones, made it difficult to cover let alone choose what sessions one would attend. There were sessions put on by the Czech Prison Service, who were also the hosts to the conference. They reported on the substantial reforms they were undertaking and were very open in discussing their problems. Areas covered in their presentations included: restorative justice programs in probation and parole; work programs for prisoners; treatment programs; education and employment programs; and security issues.

A number of sessions were devoted to the provision of services to the mentally ill offender and it was useful to compare efforts in different countries to deal with this serious correctional problem. Another theme that was covered by a number of presentations representing several countries was the development of partnerships for the reintegration of offenders. Restorative justice was another theme that was well represented in the presentations. I know of no other venue where this much contact can be made with professionals working towards the goal of

reducing re-offending and providing public protection.

The Moral Performance of Prisons

Given that I could not attend all the sessions, I will highlight three that I found the most interesting. The first session I wish to report on was presented by Professor Alison Lieblich from the University of Cambridge in the United Kingdom (UK). Her presentation was on prisons and their moral performance, a discussion of values, quality, and what matters in prison. She discussed her findings from a series of studies done in English prisons – both private and public – using an appreciative inquiry approach. This approach provides a supplement to problem-oriented methodology and entails a shift from deficits to accomplishments. It attempts to answer questions such as:

- What gives staff life and energy?;
- What are the establishment's best memories?;
- When and where have prisoners felt treated with respect?

It is a positive measurement for understanding as opposed to a negative measure for control. The approach produces a strong evaluation that is beyond instrumental calculations and leans towards moral discriminations and an examination of our better aspirations.

Professor Lieblich has written a book on her initial findings – *Prisons and their Moral Performance: A Study of Values, Quality and Prison Life* – published as part of the Clarendon Studies in Criminology by Oxford in 2004. She summed up her argument for the participants by noting that:

- There is a relationship between broad penal sensibilities and the inner life of prisons;

- The role of values changed dramatically in prisons in the UK in the 1990s;
- There are conceptual gaps in official measures of prison performance and in academic work;
- The concept of moral performance helps, and seems to work empirically;
- Prisons differ from each other and some of them appear to be more survivable than others for offenders serving time;
- There is a relationship between moral performance and outcomes and the findings from studies of this nature have implications for management and prisoners.

Professor Lieblich then went on to describe some dimensions of prison quality that she believes matter. Dimensions such as respect, staff-prisoner relationships, trust, fairness, order, safety, well-being, and decency for example are used as measures of moral performance. In her work she is looking at the question of how punishing and painful the prison experience is for prisoners. Prisons appear to have specific cultures that reflect, eventually, on how prisoners experience their imprisonment. Prisons seem to be divided between either an emphasis on security values or on harmony values. Of course the ideal prison finds a balance between these two approaches. For her a model quality prison would in the simplest view be based on relationships, trust, and security that would be characterized by fairness and safety leading to well-being and order.

An interesting outcome to date of this form of inquiry has been the differences between publicly operated prisons and private sector operations. It appears that private prisons are doing better on the

(Continued on page 12)

ITEMS OF INTEREST

ICPA CONFERENCE (Continued from page 11)

harmony scale in terms of respect and dignity shown prisoners than their counterparts in the public arena who score high on security and orderliness. However, there is greater negative affect created in the secured environments that may have an effect on release outcomes. The changing world of prison management and operation requires more research and evaluation and a willingness to act on the lessons learned from such research. As Professor Liebling observed, there are strengths and weaknesses in both sectors with different and differing tendencies in each. There is an obvious issue of complexity in getting it correct in terms of the use of authority, accomplishment of safety, and the ideal levels of staff experience. What is needed is more empirically based research, coupled with an understanding that outcome studies require significant institutional knowledge.

This presentation, coming at the beginning of the conference, had the effect of assisting participants to frame the rest of the discussions on what was happening in the world of corrections in terms of human rights, respect, and dignity issues, especially in terms of prison conditions and the treatment of prisoners.

Evidence-Based Practice in England and Wales

Throughout the conference there were a number of sessions devoted to programs that were based on the risk-need-responsivity principles and the “what works” literature. The presentation by Sarah Mann and Claire Wiggins from the National Offender Management Service (NOMS) of the UK Ministry of Justice was representative of the evidence-based sessions. Mann

and Wiggins gave an overview of the UK’s decade of experience with evidence-based practice (EBP) in the probation and prison services.

Their presentation looked at keys to successful delivery of EBP and included a discussion of the importance of: leadership, local program champions, clear communication, and focus on quality and adequate resources. They felt that NOMS had been successful at delivering on a large scale a strong focus on quality (staff and programs), use of accreditation panels and evaluation and audits of the programs. If they had an opportunity to redo the implementation they suggested that they would have preferred to have assessed the need then developed the programs, developed a shorter assessment tool, had a common information system, and given more focus to the quality of offender management and resettlement issues.

Looking ahead to the next 10 years the presenters noted the current concern with rising prison populations in England and Wales as well as rising probation caseloads, the current economic situation that is leading to reductions in budgets, and increased pressures to deliver savings and efficiencies. Some of their plans call for slimmed down versions of the offender assessment system, improved targeting of offenders for program interventions, and the development and introduction of shorter interventions, such as alcohol and domestic violence programs. They concluded the session with the caution that the current financial climate poses a major risk to EBP.

Understanding What Works: New Directions

One of the most interesting and arresting sessions was the luncheon address by Dr. James Bonta of Pub-

lic Safety Canada. The luncheon and address was sponsored by the International Association for Correctional & Forensic Psychology (IACFP) and ably chaired by Dr. John Gannon, the Executive Director of IACFP.

The first part of Bonta’s address covered the familiar terrain of the growth of evidence-based approaches and the empirical foundation for assessment and programming. In his exhaustive and expansive presentation, Bonta asked the provocative question: “To reduce recidivism, is delivering a structured program that attends to the risk, need, and responsivity (RNR) principles the only option?” The question he wished to explore in attempting to answer the program query is: “What about the good old human interactions in community supervision?”

He began this section of his address by noting that based on meta-analytic findings on the effectiveness of community supervision the conclusion seems to be that community supervision appears to have a minimal impact on recidivism. Being the research guru he is, Bonta wanted to explore some key questions, especially whether or not probation officers actually followed the principles of RNR. He wanted to find out the following:

- Is the level of intervention proportional to risk?
- Does supervision target criminogenic needs?
- Are probation officers using the techniques associated with reduced recidivism?

What he has found to date in his study of probation officers in the province of Manitoba indicates that probation officers are not following the risk principle in terms of the level of intervention and there is in-

(Continued on page 13)

ITEMS OF INTEREST

ICPA CONFERENCE

(Continued from page 12)

sufficient targeting of criminogenic needs. In terms of the responsivity principle there were indications of a positive rapport but they were highly variable and generally the indicators of behavioral influence were not present.

The study also found that although compliance with the probation conditions is a fact of community supervision, too much emphasis can backfire. However, if the officer spent more time discussing criminogenic needs with the offender rather than the conditions of probation there was a reduction in recidivism. The conclusion of the initial study found:

- There was modest adherence to the risk principle;
- Identified criminogenic needs were not discussed in most of the cases under supervision;
- Relationship and cognitive-behavioral skills were used inconsistently.

Fortunately, Bonta and his research team did not abandon the Manitoba probation officers and instead continued their research

and introduced what they hoped would be a corrective activity that would improve community supervision and lead to a reduction in recidivism. They introduced a Strategic Training in Community Supervision (STICS) program and sought volunteers for the program; some were given specific training and some were not. The STICS model consisted of 3 days of training on the RNR principles, changing procriminal attitudes, relationship building, prosocial modeling, and cognitive behavioral techniques. The training was augmented by monthly supervision meetings.

The preliminary findings in this ongoing research effort are promising. There appears to be strong evidence that the STICS probation officers more frequently demonstrated practices in adherence to the principles of RNR. Doctor Bonta closed his session by suggesting that in order to make this approach work we will need to have:

- A specific model of treatment;
- Staff that are carefully trained and supervised;

- Training and supervision on relationship and cognitive-behavioral skills;
- Monitoring of process/intermediate change;
- Small numbers (this could be problematic for many probation agencies);
- Evaluator involvement.

We will have to await the final evaluation report due sometime in 2009. It is hoped the research maintains its positive trend. This was an informative and useful conference to attend and I would recommend that correctional professionals plan to attend the next conference in the Barbados in October 2009.

Donald G. Evans is President of the Canadian Training Institute in Toronto, Ontario. He is Chair of the American Probation Parole Association's International Committee and a member of the National Association of Probation Executives' International Committee.

ITEMS OF INTEREST

JAIL ON THE INSTALLMENT PLAN

A rural Minnesota judge, tired of seeing the same people come before him repeatedly for drunken driving, is trying something new. Isanti County District Judge James Dehn sentences some repeat drunken drivers to staggered jail terms, allowing them to serve a third of their time immediately, a third, a year later, and a third, a

year after that. In between those jail stints, if the offenders can prove that they have reformed, they can earn their way out of the remaining jail time. But if they get another DUI infraction, it's back to jail for the full sentence. Of about 60 people that have been sentenced like this, there have been only three who have gotten a repeat DUI over the past 4

years. Dehn concludes that: "We are empowering the drunk driver to change his life, like no one else has before." Success has led Dehn to consider expanding the program to other crimes, such as domestic violence and drug abuse.

Taken from print and electronic sources.

CONFERENCES

NEWS FROM THE INTERNATIONAL CORRECTIONS AND PRISONS ASSOCIATION (ICPA)

The ICPA's 10th conference, October 26-30, 2008, in Prague, Czech Republic, was a huge success. Where next? The simple

answer is Barbados, then, Gent, Belgium, next, Singapore, and then Mexico. The more complex answer is to a place where we can influence

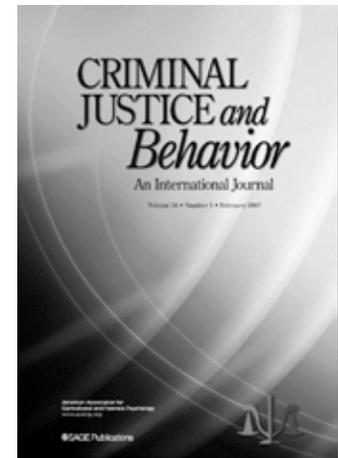
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ASSOCIATION UPDATES

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Violent Video Games and Aggression: Causal Relationship or Byproduct of Family Violence and Intrinsic Violence Motivation?

Authors: Christopher J. Ferguson, Stephanie M. Rueda, Amanda M. Cruz, Diana E. Ferguson, Stacey Fritz, & Shawn M. Smith
 March 2008...pp. 311-332

Two studies examined the relationship between exposure to violent video games and aggression or violence in the laboratory and in real life. Study 1 participants were either randomized or allowed to choose to play a violent or nonviolent game. Although males were more aggressive than females, neither randomized exposure to violent-video-game conditions nor previous real-life exposure to violent video games caused any differences in aggression. Study 2 examined correlations between trait aggression, violent criminal acts, and exposure to both violent games and family violence. Results indicated that trait aggression, family violence, and male gender were predictive of violent crime, but exposure to violent games was not. Structural equation modeling suggested that family violence and innate aggression as predictors of violent crime were a better fit to the data than was exposure to video game violence. These results question the common belief that violent-video-game exposure causes violent acts.

Child and Adolescent Psychopathy: The Search for Protective Factors

Authors: Randall T. Salekin & John E. Lochman
 February 2008...pp. 159-172

This current article introduces the special issue on child and adolescent psychopathy and the search for protective factors. Although there has been considerable research conducted on psychopathy at the adult level and a surge of research attempting to extend the concept to children and adolescents in the past decade, few studies have attempted to examine factors that might moderate or protect against the development of psychopathy. This special issue focuses on topics relevant to examining potential protective factors within a developmental psychopathology framework. Articles in the special issue are longitudinal and thus allow for the examination of protective factors as they are evidenced in real time. They focus on genetics, peer relations, parental factors, and internalizing and externalizing symptoms. These studies provide a foundation for examining protective factors and provide the groundwork for future research in this area.

Taking Stock of Criminal Profiling: A Narrative Review and Meta-Analysis

Authors: Brent Snook, Joseph Eastwood, Paul Gendreau, Claire Goggin, & Richard M. Cullen
 April 2007...pp. 437-453

The use of criminal profiling (CP) in criminal investigations has continued to increase despite scant empirical evidence that it is effective. To take stock of the CP field, a narrative review and a two-part meta-analysis of the published CP literature were conducted. Narrative review results suggest that the CP literature rests largely on commonsense justifications. Results from the first meta-analysis indicate that self-labeled profiler/experienced-investigator groups did not outperform comparison groups in predicting offenders' cognitive processes, physical attributes, offense behaviors, or social habits and history, although they were marginally better at predicting overall offender characteristics. Results of the second meta-analysis indicate that self-labeled profilers were not significantly better at predicting offense behaviors, but outperformed comparison groups when predicting overall offender characteristics, cognitive processes, physical attributes, and social history and habits. Methodological shortcomings of the data and the implications of these findings for the practical utility of CP are discussed.

(Continued on page 15)

ASSOCIATION UPDATES

CRIMINAL JUSTICE AND BEHAVIOR (Continued from page 14)**The Rehabilitation and Reintegration of Offenders: The Current Landscape and Some Future Directions for Correctional Psychology**

Authors: J. Stephen Wormith, Richard Althouse, Mark Simpson, Lorraine R. Reitzel, Thomas J. Fagan, & Robert D. Morgan
July 2007...pp. 879-892

The treatment literature on offender rehabilitation is reviewed with the purpose of deriving further direction for researchers and clinicians in the field of correctional psychology. After addressing the measurement of recidivism and other indicators of effectiveness, this empirically guided article reviews individual studies and meta-analyses on effectiveness of psychosocial correctional treatment for adult offenders and specialized treatment for substance abuse offenders and sexual offenders. A foundation in the general principles of offender intervention is established; principles such as risk, need, and responsivity are upheld; and common themes including the use of cognitive-behavioral interventions and the importance of treatment integrity emerge. However, questions move beyond "what works" to detailed queries about the nuances of effective service delivery, including client motivation. Well-controlled clinical studies and detailed process evaluations are still required. Other new directions include the application of positive psychology to offender treatment and the improvement of conditions under which community reentry is more likely to succeed. Directions for further research on correctional treatment are suggested.

The Relationship Between Mental Health Problems and Violence Among Criminal Offenders

Authors: Eric Silver, Richard B. Felson, & Matthew Vaneseltine
April 2008...pp. 405-426

A major challenge in studying the relationship between mental disorder and violent behavior lies in eliminating spuriousness from the analysis because the two share many of the same risk factors. This study uses nationally representative data from the Survey of Inmates in State and Federal Correctional Facilities 1997 ($n = 17,248$) in an attempt to isolate causal effects of mental health problems on violent behavior among criminal offenders. Controlling for respondents' past violent behavior and other relevant factors, the research found that a history of mental health treatment is more strongly associated with assaultive violence and sexual offenses than with other types of crimes. In addition, there is support for a deviance hypothesis: Offenders with mental health problems tend to engage in more deviant types of criminal acts than those without such problems.

The Stability of Psychopathy From Adolescence Into Adulthood: The Search for Moderators

Authors: Donald R. Lynam, Rolf Loeber, & Magda Stouthamer-Loeber
February 2008...pp. 228-243

This study examines moderators of the relation between psychopathy assessed at age 13 using the mother-reported Childhood Psychopathy Scale and psychopathy assessed at age 24 using the interviewer-rated Psychopathy Checklist: Screening Version (PCL:SV). Data from more than 250 participants of the middle sample of the Pittsburgh Youth Study were used. Thirteen potential moderators were examined, including demographics (i.e., race, family structure, family socioeconomic status [SES], and neighborhood SES), parenting factors (physical punishment, inconsistent discipline, lax supervision, and positive parenting), peer delinquency, own delinquency, and other individual differences (i.e., verbal IQ, behavioral impulsivity, and cognitive impulsivity). Moderators were examined for the total psychopathy score at age 24 as well as for each of the four PCL:SV facets. After relaxing the criterion for statistical significance, 8 out of a possible 65 interactions were statistically significant. Implications of the present findings and future directions are discussed.

The Criminal Profiling Illusion: What's Behind the Smoke and Mirrors?

Authors: Brent Snook, Richard M. Cullen, Craig Bennell, Paul J. Taylor, & Paul Gendreau
October 2008...pp. 1257-1276

There is a belief that criminal profilers can predict a criminal's characteristics from crime scene evidence. In this article, the authors argue that this belief may be an illusion and explain how people may have been misled into believing that criminal profiling (CP) works despite no sound theoretical grounding and no strong empirical support for this possibility. Potentially responsible for this illusory belief is the information that people acquire about CP, which is heavily influenced by anecdotes, repetition of the message that profiling works, the expert profiler label, and a disproportionate emphasis on correct predictions. Also potentially responsible are aspects of information processing such as reasoning errors, creating meaning out of ambiguous information, imitating good ideas, and inferring fact from fiction. The authors conclude that CP should not be used as an investigative tool because it lacks scientific support.

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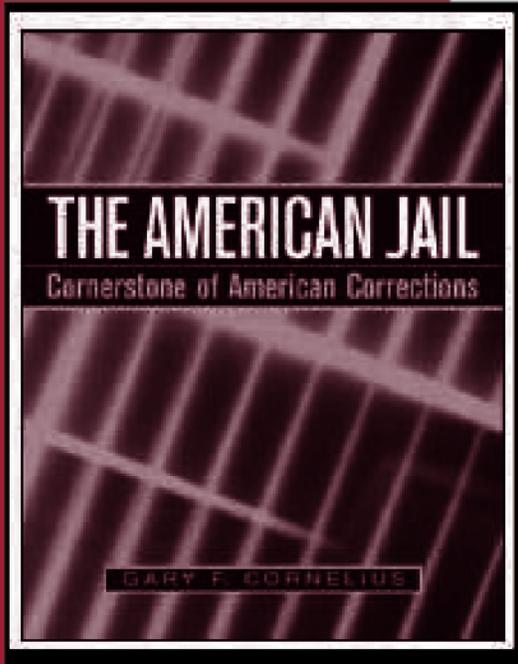
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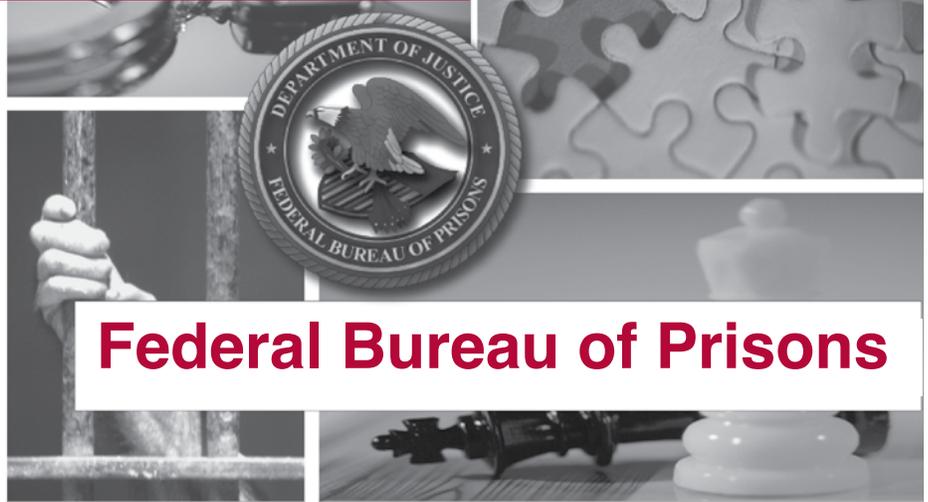
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Kathleen Mickle-Askin, MC, Director of Training, Delaware Department of Correction, 2007-2008 President of the International Association of Correctional Training Personnel and adjunct faculty member at Delaware Technical and Community College, Wilmington University, and the University of Delaware.

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