



NATIONAL INSTITUTE OF CORRECTIONS

STRATEGIC INMATE MANAGEMENT (SIM)

NIC's Evolution of Direct Supervision and Inmate Behavior Management

Overview

1. Initiative Background and Description

Purpose: The most fundamental goal of every jail and prison is to maintain a safe and secure environment for staff, inmates, and visitors. Effectively managing inmate behavior is critical to this goal. The purpose of SIM is to promote safe and secure environments by employing the best practices of direct supervision and inmate behavior management applicable to all physical plant designs in both jails and prisons.

Direct Supervision began in the Federal Bureau of Prisons in 1973. In the early 1980s, NIC introduced podular direct-supervision to reduce the violence and vandalism prevalent in many local jails. Since then, NIC has provided a variety of assistance on direct supervision to jails, including training for administration, first-line supervisors, and housing unit officers. Recognizing that many of the principles and strategies of direct supervision are appropriate for linear and podular-indirect physical plants, NIC developed the *Inmate Behavior Management (IBM)* program incorporating the six elements of effective inmate management.

Over time, it became apparent there was a need for agencies to have a unified operating philosophy encompassing all physical plant designs while honoring the fundamental work of Direct Supervision and IBM.

Strategic Inmate Management (SIM) is defined as the intentional integration of the principles and strategies of Direct Supervision and the elements of Inmate Behavior Management as a unified operational philosophy. It is an evolution of the Direct Supervision and Inmate Behavior Management training and assistance NIC has previously offered.

With the SIM initiative, the National Institute of Corrections (NIC) works with jurisdictions seeking to integrate a comprehensive approach to inmate management. The goals of this initiative include:

- Support correctional leaders and staff in fulfilling their role in providing safe and secure facilities
- Demonstrate the importance of having a cohesive inmate management strategy to effectively manage inmate behavior
- Assist correctional agencies in integrating SIM as an operational philosophy; ingraining SIM in the organizational culture
- Build organizational capacity to sustain the integration of SIM throughout all levels of the organization



2. Initiative Scope

Over a 6-12 month period, NIC will provide training, coaching, and technical support to jurisdictions to facilitate the successful integration of SIM as an operational philosophy. There are also initial application and assessment phases to determine the organizational readiness for change as well as a follow-up evaluation phase.

The SIM initiative acknowledges the significance of change represented for many correctional agencies. The extended engagement and level of support provided by NIC through this initiative is intended to assist participating jurisdictions in navigating the change process and build their capacity to sustain the change. **Therefore, preference for selection will be given to jurisdictions whose chief executive officer commits to attending the initiation phase in its entirety.**

NIC intends for this initiative to be a full partnership. As such, there are mutual decision points established within the time line to determine if NIC and the participating agency are collectively prepared to advance to the next phase.

3. NIC Responsibilities

NIC will invest 6-12 months per jurisdiction to provide training, coaching, and technical support to facilitate the successful integration of SIM as an operational philosophy.

NIC will work with jurisdictions to determine the initial SIM site for the agency (if there is more than one facility), audience for each training, and necessary agency resources.

NIC will provide the subject matter expertise and trainers during all phases of this initiative.

NIC will provide all training materials, and other relevant resources, during all phases of this initiative with the exception of the co-facilitated Housing Officer & Supervisor Role training program during the integration phase.

NIC will conduct a post engagement evaluation approximately 6-12 months after completion of the initiative.

NIC will support the agency as a Center of Innovation.

4. Agency Responsibilities

Given this investment, NIC expects participating jurisdictions to make a commensurate investment of time, effort and resources.

Participants in all training programs will attend the training in its entirety free from obligations of their day-to-day duties and complete any necessary pre/post work.

Staff participating in coaching sessions will attend each session prepared to discuss the identified coaching topic and actively work towards advancing the established plan of action.



Core correctional practices such as food service, medical and medication pass, laundry, recreation, facility sanitation, inmate classification, etc. must be operating at a satisfactory level of performance to include adherence to any state standards.

Agencies will supply the training materials for the co-facilitated Housing Officer & Supervisor Role training program during the integration phase of this initiative. This program is the first program taught by your staff.

Agencies will participate in a post engagement evaluation.

Agencies must be willing to serve as a Center of Innovation.

- Agency will host other jurisdictions for site visits to observe SIM in operation
- Agency will host other jurisdictions to subsequent trainings hosted by agency
- Agencies must be willing to participate in and/or conduct ongoing evaluations on SIM

5. Timeline/Schedule (See attached graphic)

I. Application Phase

- Information packet
- Informational meeting
- Application
- CEO Letter

II. Readiness Phase (60-90 days)

- Audience: Administration / Executive team who will attend Initiation Phase training
- Part 1:
 - APEX Screener to assess agency preparedness for change
 - WebEx interview to discuss APEX results and overall initiative
 - Go/No Go Decision Point
- Part 2:
 - If decision point is "Go," conduct operational assessment specific to SIM

III. Initiation Phase (5 days)

- Audience: Administration / Executive team
- Pre-Work (2 e-courses)
- Day 1: Welcome/introductions, tour of facility, begin training in the afternoon
- Days 2-4: Training for Administration / Executive Team
- Day 5: Complete training, conduct program debrief, develop integration plan
- Go/No Go Decision Point

IV. Coaching Phase (90 – 120 days)



- Audience: Administration / Executive team who attended Initiation Phase training
- Establish Agency Change Team
- Utilize SIM Four (4) Step Coaching Model
- Provide executive coaching for successful integration of SIM as an operational philosophy (up to a maximum of 80 hours)
- Monitor progress of integration plan
- Go/No Go Decision Point

V. **Training Phase** (5 days)

- Audience: High performing Officers, First-Line Supervisors, and Training Staff
- Days 1-3: Training for housing officers (attended by officers, supervisors, training staff)
- Day 4: Training for first-line supervisors (attended by supervisors and training staff)
- Day 5: Preparation for training-for-trainers workshop; conduct agency debrief
- Go/No Go Decision point

VI. **Integration Phase** (2 parts with a 90-120 days total timeline)

- Audience: Agency trainers for SIM and Administration / Executive team
- Part 1
 - Coaching support continued (provided coaching hours remain after coaching phase)
 - Conduct two (2) day training-for-trainers workshop onsite
- Part 2
 - Five (5) days on-site
 - Day 1: Assessment of integration progress
 - Days 2-5: Provide onsite assistance and coaching to agency trainers as they facilitate the Housing Officer/Supervisor training
 - Day 5: Close-out engagement with agency

VII. **Evaluation Phase**

- 6-12 months following close-out engagement



Strategic Inmate Management

