

Learning Curve

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Department of Public Safety and Correctional Services
Professional Development and Training Division

Executive Director's Corner

We are extremely pleased to publish this first edition of the *Learning Curve* and hope to use this newsletter as a way to keep you informed of professional development and training events and opportunities throughout the Department.

First, a word about who we are. The Professional Development and Training Division was created by Secretary Saar in July, 2004 for the purpose of coordinating and consolidating the many training and development activities being conducted throughout DPSCS into a comprehensive, integrated Departmental training system.

My first focus as Executive Director was to recruit and develop a team of top notch professionals to staff the Division. In case you have not yet met them, they are:

Steve Berry, Deputy Director, 410-585-3755

Cindy Reisberg, Executive Assistant, 410-585-3759

Gene Farmer, Community Corrections Programs, 410-585-3754

Sue McGee, Executive/Leadership Development

Programs, 410-585-3752

Phyllis Mills-Greene, Administrative/Support Programs, 410-585-3753

Dawn Pearson, Institutional Programs, 410-585-3758

Mike Helm, E-Learning and Technology, 410-585-3820

As you will see by the various articles in this edition, we have been quite busy creating programs to address a wide range of organizational needs. Our efforts have spanned the career gamut, from entry level programs to leadership development. It has been a challenging yet rewarding couple of years and we look forward to continuing our efforts to create high quality, meaningful training for DPSCS employees.

Our mission is to support the DPSCS mission of protecting the public, its employees and the detainees and offenders under its

supervision by creating a highly skilled and professional workforce. We are most interested in your thoughts on how we can best do this.

We are located at 115 Sudbrook Lane, Pikesville, Maryland 21208, and I've given you everyone's phone number. Please do not hesitate to contact us if you have any professional development or training questions or concerns.

May your learning never cease,

Nancy

Nancy C. Hoffman, Ph.D.
Executive Director

MARYLAND

Robert L. Ehrlich, Jr.
Governor

Michael S. Steele
Lt. Governor

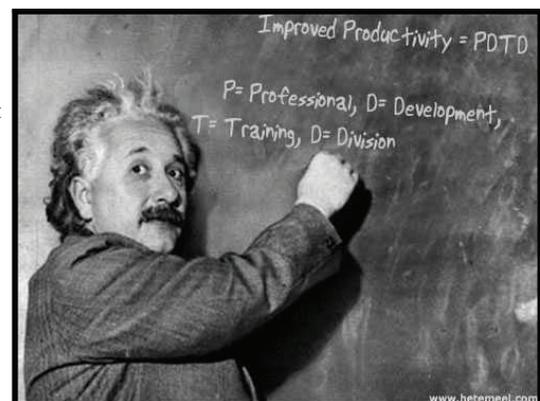
Mary Ann Saar
Secretary

Mary L. Livers, Ph.D.
Deputy Secretary

Nancy C. Hoffman, Ph.D.
Executive Director

Inside this issue:

Emotional Intelligence	2
Executive and Leadership Development	2
Information Technology	4
Community Corrections	5
Administrative and Support Programs	6
Institutional Programs	6
Contact Information	7
Editor's Corner	7



Emotional Intelligence

By Steven Berry, Deputy Director

Workplaces are changing all across the nation -- structurally, culturally, and cognitively. More organizations are moving towards a "flat" structural approach to leadership and an increasing number of decisions are made in the workplace through consensus building, out of the box thinking, and independent problem solving.

Along with these changes comes a need for individuals to tap into their emotional and physical resources and no longer rely solely on their intellect.

In fact, one of the most common beliefs in the workplace is that the individuals who have the highest emotional intelligence are the ones who will more often succeed at higher levels. With these changes in organizational culture, how is it that an individual can set their self apart from the rest? Some would say it is through their level of emotional intelligence.

First studied in the 1990's and formally introduced into the workplace in 1995 by Daniel Goleman, *Emotional Intelligence* suggests that individuals who have a higher

emotional intelligence are the ones that are more likely to succeed in today's workplace than those with high IQ's.

According to experts in the field, by learning to manage your own emotions, you increase your ability to collaborate and influence others and achieve greater effectiveness and success. If you are looking for that extra edge to help boost your career, perhaps you could explore this topic in depth. A good place to start would be with Goleman's book, *Emotional Intelligence*.

Executive and Leadership Development

By Sue McGee

We use leadership everyday in a variety of circumstances with a myriad of people. We may call it "managing, supervising, parenting, teaching, or talking." Leading starts with self.



Answer the following questions:

- In what ways do you encourage other people?
- Do you quickly notice the right they have done, or the wrong?
- Do people know that you genuinely care about them?
- Do you invest time in people as you try to equip them?

In the Executive and Leadership Development Program our goal is to develop and deliver programs to effectively and successfully create leaders for the Department.

Currently under construction are a new supervisor's program (first line) and a new manager's program (second line). Each class will be a total of 70 hours and comply with the objectives identified by the Maryland Correctional Training Commission. Representatives of Division of Pretrial Detention and Services, Division of Parole and Probation, Division of Correction, and Patuxent will design the curricula.



Delivery of this training will also be a collaborative effort.

We are excited about the success of the Leadership Institute. The Spring 2006 Cohort is currently in session with a graduation date of September 25, 2006. The Spring 2005 Cohort and Fall 2005 Cohort have already graduated. Follow-up seminars will be planned for graduates. Photographs of each Cohort appear on the next page.

Also planned for aspiring leaders is a class to assess your potential and motivation to become a supervisor.



Spring 2005 Cohort Participants

Listed alphabetically - Carolyn Atkins, Kenneth Bartee, Bruce Brown, Victoria Burkhard, Louise Gordon, Priscilla Griffith, Robert Hanson, Felicia Hinton, Michael King, Robert Koppel, Martha Kumer, Dorothea Massey, Sue McGee, Eleanor McMullen, Omar Mohammed, J.D., James Murphy, Paul O'Flaherty, Randy Reynolds, Russell Robbins, Debra Roberts, Richard Rolle, Nancy Rouse, Jennifer Sears, Brenda Shell-Eleazer, James Smith, Sr., Falecia Stuckey, Cynthia Tucker, David Wade, Simon Wainwright, Calvin Wilson, Jr.



**Congratulations
To the
Leadership
Institute
Graduates**



Fall 2005 Cohort Participants

Listed alphabetically - Stephanie Barthlow, Elizabeth Bartholomew, Steve Bass, Patricia Briggs, Joyce Carter, Bonnie Cosgrove, Joycelyn Evans, Connie Gantt, Carol Green, Rory Jones, Thomas McGrain, Otis Merritt, Phyllis Mills-Greene, Sherry Parks, Cherie Peay, Vivian Presbury, Alicia Ranson, Marvin Reid, John Rowley, Lorelei Sattler, Angel Len Savage-Price, Josef Simon, Gwendolyn Smith, Arthur Thomas, Naomi Williams, Valerie Williams, Neil Woodson, Ralph Wiczorek



Spring 2006 Cohort Participants

Listed alphabetically - Charles Beeson, Kathleen Blucher, Stephen Crump, Douglas Dill, Susan Dooley, Maxine Eldridge, Michael Fernandez, Dennis Ferrell, Maria Fisher, James Flood Jr., John Fountain Jr., Lisa Gamble-Gregg, Joan Gordy, Yvonne Green, Eustache Greene, Donna Hansen, Lynnette Patrice Harlee, Gregg Hershberger, Jason Hyde, Robyn Lyles, Thomas Martin, J. Phillip Morgan, Winnie Mott, Dawn Pearson, Janel Reaves, Cheryl Richardson, Shanna Simmons, Renee Somerville-Jones, Denise Williams

Information Technology

By Michael Helm

This past March, I joined the PDTD Team as the E-Learning and Technology Training Director. One specific goal of this unit is to lead the Division in its E-Learning initiatives. Prior to March, I was the Director of Information/Network Systems for the Department of Health and Mental Hygiene at Clifton T. Perkins Hospital Center.

Let me introduce you to our team:

David Spikes, Technology and E-Learning Coordinator

Dave works with other PDTD Program Coordinators in developing media for incorporation into training programs. Dave also provides media and photographic and video support for special events in DPSCS and other state agencies.

Kim Schmid, Senior Instructional Design Specialist

For the last 4 years Kim has been developing and conducting computer training for all DPSCS employees. Kim also performs testing and training for various ITCD applications. Kim has over 5 years of experience training computer applications.

Nikia Knox, E-Learning Development Specialist

Along with Kim, Nikia will be conducting and developing computer training.

Nikia is new to DPSCS and she has over 5 years of experience supporting information systems.

Rosalie Nunez, DP Functional Analyst I

Rosalie's primary contribution to PDTD is to coordinate the registrations for all DPSCS employees who attend PDTD sponsored training programs. Rosalie is also responsible for the tracking and reporting of all PDTD procurement activities.

At a recent Retreat, the Unit focused its efforts on developing a Mission and Vision for training employees in the field of information technology. We believe we have pinpointed what this Unit is striving to achieve.

The Mission of the Information Technology Unit of Professional Development & Training is to



Pictured from top Left: Rosalie Nunez, Nikia Knox, Kim Schmid; seated: Mike Helm, Dave Spikes

collaborate with educators, trainers, and other partners to promote optimal learning by using the appropriate integration of technology into course delivery.

Our Vision is to develop a technologically skilled and professional Department of Public Safety and Correctional Services workforce using modern and dynamic training techniques and methods that directly influence services needed to ensure a safer Maryland community.



PDTD, DPP, and ITCD Training Units Joint Retreat, May 2006

Pictured left to right - front row : Linda Owens, Mike Helm, Rosalie Nunez. Center row: Judith Sachwald, Nancy Hoffman, Ray Sheaffer, Mary Hirsch. Standing: Nikia Knox, Janice Brown, Kim Schmid, Gene Farmer, Tom Crawford, Cindy Reisberg, Steve Berry, Colotta Moore, Donna Lee, Kay Barrett, Dave Spikes

Community Corrections

By Gene Farmer

Have you ever wondered how the Division of Parole and Probation (DPP) trains their over 1,400 employees? Or, how DPP is able to provide new Agents and Monitors with the entrance level academy required by the Correctional Training Commission? This is no easy task by any means and yet the DPP training team completes this mandate every year.

Secretary's Directive 03-06 placed all DPSCS training functions under the direction of Dr. Nancy Hoffman, Executive Director of Professional Development & Training Division (PDTD). Dr. Hoffman believes that training needs to be closely aligned to the mission and goals of the organization at all levels.



As the PDTD Program Coordinator for Community Corrections, I work closely with Janice Brown, the DPP Training Manager. Janice oversees a team six of trainers (listed alphabetically) Kay Barrett, Thomas



Crawford, Colotta Moore, Linda Owens, Dennis Sanger, and Raymond Sheaffer. Mary Hirsch, the Administrative Assistant, schedules trainings and maintains and updates DPP training records, in addition to many other duties. Donna Lee, who is assigned from the Department of Health and Mental Hygiene, teaches courses related to health and safety. These are the folks who accomplish this great endeavor for the DPP.

Last fall, several trainers completed the Strategic Training Model training program from the National Institute of Corrections. PDTD has adopted the dynamic model and will offer planned and thoughtful training that will address performance and operational problems, will focus on a continuous, problem-solving process, and will teach evidence-based practices.

In close collaboration with DPP leadership, together we will set direction and priorities on how best to meet the many and diverse training needs.

DPP and PDTD recently had a retreat to look at what has already been accomplished and explore ideas for improvement. One of many goals discussed is to offer training that can benefit all of the DPP employees.

Also at the retreat, the team developed Mission and Vision statements that are being fine-tuned and will be available soon.

Janice and I have already heard from many employees about how they can already see a change in training and development.

We look forward to being able to assist with better performance on the job, with training programs for line-staff and supervisors that will improve proficiency, and to analyze training problems to help make the DPP the best it can be.



Administrative and Support Programs

By Phyllis Mills-Greene

If I asked, who is the most important person in your office, you would probably say it is your boss. However, if I asked who is the most essential person in that same office, I believe the answer would be quite different. Think about who answers the telephone, checks the mail, makes photocopies, orders supplies, provides customer service to both internal and external customers all while handling urgent matters and sudden crises. Who performs the functions essential for daily operations at your location? My answer -- your administrative and support staff.

Administrative or support personnel are generally the first voice callers hear and usually the first person visitors meet when entering an office. The impression created by that individual is essential to our Department's public image. In part, the DPSCS Vision states, "The Department will continuously support its employees who will provide experienced, professional

leadership in the criminal justice community and be nationally recognized for excellence." Our administrative and support services personnel should have the tools and knowledge to project an excellent image.

The Professional Development and Training Division (PDTD) is committed to affording training opportunities to all DPSCS employees. Often the focus of energy is on managerial staff or fulfilling mandated training requirements and little attention is directed towards the administrative and support workforce. So to fill the training gap, PDTD will offer job specific training and developmental programs for administrative and support services staff devised with the help of DPSCS technical experts.

In June of this year, training commenced for Financial Services Division employees, which included a one-day course on the *Year End Fiscal Closing Process* and a two-day course on *Navigating Fiscal Computer Software Programs*.

NONE OF US GOT WHERE WE ARE SOLELY BY PULLING OURSELVES UP BY OUR BOOTSTRAPS. WE GOT HERE BECAUSE SOMEBODY ... BENT DOWN AND HELPED US PICK UP OUR BOOTS.

– THURGOOD MARSHALL

Later this summer we will offer training in these topics: *Succession Planning; Time and Stress Management; Managing Multiple Projects and Objectives; Empowerment and Motivations through Self Discovery; Gender Differences at Work; Effective Public Speaking and Résumé Writing.*

Following the Guiding Principles of the Department and our Division, the new programs will be "focused on empowering people to succeed" and "encourage life-long learning and growth for all staff." In the end, we all will benefit from this unique opportunity to develop and enhance the skills of the employees who provide administrative and support services.

Institutional Programs

By Dawn Pearson

In 2005, the Professional Development and Training Division in collaboration with the DPSCS Office of Communications, created Communications Management Teams at each correctional facility.

These teams are led by the facility Warden and/or Assistant Warden. The purpose of the teams is to ensure employees are aware of and familiar with the mission, vision, and guiding principles of DPSCS, and to emphasize how employees' specific



positions have an impact on the DPSCS mission. Also, these teams serve as the primary communication link between administration and line staff within each facility.

Training was provided to the over 170 employees who are assigned to the

teams. Among topics presented were Corrections: Past and Present, RESTART, Treatment Challenges, and Cognitive Restructuring, which gave a more in-depth look at workings within the Department.

The Professional Development and Training Division thank the facilitators who assisted us with this important project.

Currently, there is a regional follow-up training being delivered to the various Communications Management Teams.

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PDTD Mission

The mission of the Professional Development and Training Division (PDTD) is to provide a comprehensive, integrated system for the professional development and training of all staff. To achieve this end, PDTD collaborates with other DPSCS offices and divisions to ensure that DPSCS staff has proper training to perform its duties.

PDTD Vision

A highly trained and professional DPSCS workforce who collaborate effectively to ensure seamless transitions of defendants and offenders from pretrial to institutional to community supervision and ultimately to productive lifestyles, creating safe Maryland communities.

PDTD Guiding Principles

The Guiding Principles of the Professional Development and Training Division are to:

- *Assist DPSCS staff in aligning with the organizational mission*
- *Encourage life-long learning and growth for all DPSCS staff*
- *Develop leadership at all levels within DPSCS*
- *Stay focused on customers, both internal and external*
- *Use state-of-the-art training and development practices*
- *Teach evidence-based content*
- *Support creativity and innovation*
- *Work toward ever-increasing collaboration among the various agencies of the Department*
- *Partner with external agencies to provide enhanced training and development opportunities for DPSCS staff*

Editor's Corner

WORD SEARCH PUZZLE

Find these words or phrases:

- | | |
|-------------|-----------------|
| CHALLENGE | INSPIRE |
| COMMUNICATE | LEADER |
| CREATIVITY | MISSION |
| DPSCS | MODEL |
| EASEL | PDTD |
| ENABLE | TEACH THE WHEEL |
| ENCOURAGE | TRAIN |
| INNOVATION | |

T E L A Y C N M H T H E E E I
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