

OPERATIONAL PARAMETERS WHICH WILL LEAD TO PROGRAM INEFFICIENCY OR FAILURE

1. It is critical that these programs be operated CONSISTENTLY. This means that once time slots are chosen, the program must go off consistently, on time at that time slot. Inconsistent operation leads to inmate frustration and increased drop out rates and severe program disruption.

Inmates get into the habit of showing up for programs of this type and plan other activities including work and school around a programs schedule. When inmates spend up to three hours or more over the period of a week and then cannot take their test because staff is doing something else the results are ill will and frustration. With some of these programs topping out at over 200 different inmates per month, that is a lot of ill will and frustration. If program inconsistency and disruption is too severe, the number of inmates who drop out will be so high that it will not be worth staffing the program. Instead of receiving rehabilitative services, the effect of inconsistent operation would be to add to unit dissatisfaction and inmate frustration levels. To assist in circumventing this problem, a stand by operator should be trained. Should this not be possible, at the very least, periodic program shut downs should be announced to the inmate population or notification clearly given in advance to the inmate population.

2. Computer test data should always be backed up, either manually in hard copy or electronically on a back up disk. The software program is designed with a feature which will automatically back up onto a floppy disk at the push of a key. This feature or some other back up system should be used.

If a computer suffers a failure, which they will all eventually suffer and two or three hundred inmate tests are lost, there will be a lot of disgruntled inmates out there. The purpose of these systems is to make inmates easier to manage not increase their anger and frustration levels. If a hard drive crashes and the operator does not have any back ups all the inmate scores located on that drive will be lost.

3. In order to gain the support of Deputy Wardens for programs and help them understand the importance of keeping inmates occupied as much as possible. Deputy wardens should be given monthly reports. These reports should at minimum contain the number of inmates in each program and the amount of inmate time that program occupies. These are factors which have a direct bearing on the operation of their unit. We have the resources to provide wardens with graphical reports which display much information and take very little time to read.

4. The program manager must be responsible for keeping an adequate stock of program study booklets on hand for the various programs. Running out will cause program and inmate disruption and frustration. These study booklets should be used as admission tickets to the computer lab. In this way the return of the books is assured for recirculation. This procedure will drastically reduce copying costs associated with the operation of these large-scale, high volume programs.
5. In larger programs, due to the high volume of inmates these systems can handle, the scheduling of computer time slots is critical for smooth, efficient operation. Since programs are so high volume, during operation, the larger programs often have a build up of inmates outside of the testing lab. Inmates will have a propensity to push their way into the computer lab. If they are successful at entering the lab, they will position themselves where they can view the test screens and severely disrupt the operation of the lab. This behavior on the part of inmates is also a security risk to all programs and must be brought under control. Only those inmates directly involved with a computer should be permitted into the lab.
6. The program manager should be thoroughly familiar with the operation of the program software. Inadequate knowledge of software operation could lead to severe security problems.
7. For video taped programs such as the Bradshaw which function with written work sheets completed at the time of the video, these sheets need to serve as admission tickets for testing and collected at that time. They should later be destroyed.

If these worksheets are not destroyed, the inmates who watch the video tapes will give those worksheets to other inmates who want to take the test but do not watch the videos. With a filled out program work sheet, inmates who have not watched the videos can sign up for testing and pass a test without having watched the video. They learn very little this way and are reinforced by the system for cheating on a grand scale.

8. Attendance at each Bradshaw video group session or any other video based program delivery format should be monitored by STAFF. These attendance lists should be forwarded to the testing lab program manager. The program manager should then check his attendance list against inmates who attempt to gain entry into the testing lab to weed out inmates attempting to gain illegitimate access to the testing lab.