

consider anonymous comments. We will make all submissions from organizations or businesses, and from individuals identifying themselves as representatives or officials of organizations or businesses, available for public inspection in their entirety.

MMS Information Collection
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Dated: June 11, 2003.

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*Acting Associate Director for Minerals
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DEPARTMENT OF JUSTICE

National Institute of Corrections

Solicitation for a Cooperative Agreement—Evaluation of the NIC Institutional Culture Initiative

AGENCY: National Institute of Corrections, Department of Justice.

ACTION: Solicitation for a cooperative agreement.

SUMMARY: The Department of Justice (DOJ), National Institute of Corrections (NIC) announces the availability of funds in FY2003 for a cooperative agreement to develop and implement an evaluation design to assess the effectiveness of the National Institute of Corrections Institutional Culture Initiative (ICI). The ICI includes a prison culture assessment instrument as well as a protocol for assessing prison culture. The ICI also includes the following projects: Strategic Planning, Management and Response; and Leading and Sustaining Change as well as a wide spectrum of additional interventions which will be provided through NIC under the heading of Intensive Technical Assistance.

A Cooperative Agreement is a form of assistance relationship where the National Institute of Corrections is substantially involved during the performance of the award. An award will be made to an organization that will, in collaboration with the Institute, design and implement an evaluation process to determine if the projects in NIC's ICI have positively impacted the culture of the prisons in the project.

DATES: Application must be received by 4 p.m. on Wednesday, July 23, 2003.

ADDRESSES: Mailed applications must be sent to: Director, National Institute of Corrections, 320 First Street, NW., Room 5007, Washington, DC 20534. Applicants are encouraged to use

Federal Express, UPS, or similar service to ensure delivery by the due date as mail at NIC is still being delayed due to decontamination procedures.

Hand delivered applications should be brought to 500 First Street, NW., Washington, DC 20534. At the front desk, call (202)307-3106, extension 0 for pickup. Faxes or e-mailed applications will not be accepted.

FOR FURTHER INFORMATION CONTACT: A copy of this announcement and the required application forms can be downloaded from the NIC Web site at www.nicic.org. Hard copies of the announcement can be obtained by calling Rita Rippetoe at 1-800-995-6423, extension 44222 or e-mail: rrippetoe@bop.gov. Additionally, you may request packets of information on Institutional Culture Assessment Protocol and the Organizational Culture Assessment Instrument; Strategic Planning, Management and Response; and Leading and Sustaining Change from Sharon Floyd, 320 First Street, NW., Room 5007, Washington, DC 20534. At your discretion you may purchase the Cameron and Quinn book cited in this Request for Proposal (RFP) through Prentice Hall.

All technical or programmatic questions concerning this announcement should be directed to Randy Corcoran, Correctional Program Specialist, National Institute of Corrections. He can be reached by calling 1-800-995-6423, extension 40058 or by e-mail at tcorcoran@bop.gov.

SUPPLEMENTARY INFORMATION:

Background: Over the last several years, the NIC Prisons Division has responded to requests from prisons for assistance in addressing problems of staff sexual misconduct, excessive violence, high staff turnover rates and other types of problems. NIC's approach to assisting agencies with these problems has included on-site technical assistance, training programs and dissemination of information. Throughout the extensive work with institutions in addressing these problems, consistent themes from correctional staff and the offender population emerged, underscoring the importance of the institutional environment. Staff and inmate relations, consistent and fair supervisors, well trained staff, and strong institutional and agency leadership teams are some of the components critical to a healthy environment as highlighted by these projects. Other work done at NIC in the area of mission change of institutions and in identifying the challenges of keeping an effective workforce have also provided background for NIC's interest

in institutional culture. The reoccurrence of many of these problems after traditional interventions has prompted NIC to examine more thoroughly the underlying causes of the presenting problems.

Through a cooperative agreement, NIC developed an instrument and protocol for assessing organizational culture in prisons. The assessment instrument originated from the works of Kim S. Cameron and Robert E. Quinn in their book *Diagnosing and Changing Organizational Culture* which they based on the competing values framework. The instrument resulting from their work published in 1999 is called the Organizational Culture Assessment Instrument (OCAI). The OCAI was modified, with their approval, to be applied in prisons and is called the Organizational Culture Assessment Instrument-Prisons (OCAI-P). The protocol and instrument have been applied in 12 prisons. NIC has concurrently been working on the development of intervention strategies intended to assist prisons in changing their cultures following the application of OCAI-P and Institutional Culture Assessment Protocol under the direction of NIC's existing Cooperative Agreement vendor.

The three main intervention strategies being planned for utilization are: Strategic Planning, Management and Response; Leading and Sustaining Change and Intensive Technical Assistance which will provide a wide spectrum of additional interventions. The interventions strategies are being developed and are generally described below.

1. *Strategic Planning, Management and Response:* A cooperative agreement was awarded in September 2002 to review Strategic Planning models being used by state departments of corrections and other public sector agencies and to select one Strategic Planning model that would be of greatest benefit to state departments of corrections and state prisons. The selected model, which is 50% complete, will be fully developed with all relevant materials that would be required for implementation in an operating correctional agency by the fall of 2003. A supplement to this cooperative agreement will test the model as well as develop and conduct a training program. In the training program twelve correctional professionals will learn how to facilitate use of the model in selected sites to improve prison culture.

2. *Leading and Sustaining Change:* This cooperative agreement (the RFP will be announced in the Federal Register and on NIC's Web site shortly)