

funds in FY 2003 for a cooperative agreement to fund the project "Leading and Sustaining Change." NIC will award a one year cooperative agreement to assist state prisons by developing change leadership competency in key leaders and by providing professional change advisors/consultation to those leaders so they are able to change the culture of their institutions from a negative to a positive prison culture.

A total of \$100,000 is reserved for the project during fiscal years 2003. There will be \$100,000 available in FY 2004 upon satisfactory performance. The current application is only for the FY 2003 funds.

A cooperative agreement is a form of assistance relationship where the National Institute of Corrections is substantially involved during the performance of the award. The recipient of the award will be selected through the competitive solicitation process.

DATES: Applications must be received by 4 p.m. Eastern Daylight Savings Time on July 30, 2003.

ADDRESSES/APPLICATION PROCEDURES:

Applications must be submitted in six copies to the Director, National Institute of Corrections, 320 First Street, NW., Room 5007, Washington, DC 20534. At least one copy of the application must have the applicant's original signature in blue ink. A cover letter must identify the responsible audit agency for the applicant's financial accounts.

Applicants are encouraged to use Federal Express, UPS, or similar service to ensure delivery by due date as the mail at the National Institute of Corrections is still being delayed due to decontamination procedures. Applications mailed or submitted by express delivery should be sent to: National Institute of Corrections, 320 First Street, NW., Room 5007, Washington, DC 20534, Attn: Director. Hand delivered applications can be brought to 500 First Street, NW., Washington, DC 20534. At the front desk, call (202) 307-3106 extension 0 for pickup. Faxed or e-mailed applications will not be accepted.

FOR FURTHER INFORMATION CONTACT: A copy of this announcement and applications forms can be downloaded from the NIC Web site at <http://www.nicic.org>. Hard copies of the announcement can be obtained by calling Rita Rippetoe (800) 995-6423, extension 44222 or by e-mail via rrippetoe@bop.gov.

All technical and or programmatic questions concerning this announcement should be directed to Evelyn Bush at the above address or by calling (800) 995-6423, extension 40376

Or (202) 514-0376 or by e-mail via E1Bush@bop.gov.

SUPPLEMENTARY INFORMATION: None.

Background: The NIC Prisons Division has responded to many technical assistance requests from prisons over the past several years that have been focused on problems such as excessive use of force, staff sexual misconduct, high rates of violence and prison disturbances. Through these efforts, NIC has learned that the presenting problems were often symptomatic of an underlying problem within the prison culture. These dysfunctional prison cultures were guiding staff behavior away from their legitimate missions and putting institutions in jeopardy of vulnerability to lawsuit, violence, injuries and abuse.

One of the growing problems was in the area of staff sexual misconduct complaints, beginning in 1996, the Prisons Division initiated a program focuses on addressing staff sexual misconduct. Throughout this work, consistent themes emerged underscoring the importance of the institutional environment. This "environment" or "culture" emerged as the single most important factor influencing the underlying, presenting issue.

Correctional agencies have a "formal" culture, exemplified by mission statements, policies, procedures, codes of conduct, etc. which provide staff with the guiding rules for working in that agency. Those "rules" are affirmed through staff recognition ceremonies, promotions, awards, ribbons of distinction and other rituals. However, within every organization there are day-to-day events and situations which are not covered by policy. An "informal" culture emerges to give staff guidance about "the way things are really done here." The kind of support staff receive, the manner in which stress response behaviors are handled, the amount of trust and pride which are characteristic of the workforce are all dependent on the informal culture.

Staff attitudes and behaviors, and whether they support the formal culture or encourage deviant alternatives, will define the culture of any correctional institution. When the formal and informal cultures are complementary, a positive prison culture will prevail and such environments are sometimes referred to as healthy or "hope-based" cultures. However, when the formal and informal cultures are contradictory, then the environment becomes negative, unhealthy and is often referred to as a "fear-based" culture. Staff may feel disconnected from the institution based

on a number of factors, including time on the job, age, race, gender, education background, and "old school vs. new school" mentality. A fear-based institutional culture can be characterized by cliches, selective sharing of critical information, abuse of power and position, codes of silence, and even intimidation, among other factors. This negative prison culture permeates the environment, impacting both staff and inmates, and can be seen as the backdrop to a host of prison problems ranging from poor staff morale to abuse of inmates and high rates of inmate violence.

Based on information gathered from the Mission Change and Staff Sexual Misconduct projects over the past few years, NIC recognized that there are several elements of changing a prison's culture which are necessary in order to accomplish a change in the culture, not just the climate of the prison. There needs to be an assessment of the current culture and an understanding of the dynamics which are driving this culture. From a comprehensive assessment, an initial plan of action can be developed which will chart the course for changing the prison culture. NIC worked for several years to develop, test and implement the prison culture. NIC worked for several years to develop, test and implement the Organizational Culture Assessment Protocol—Prisons (described on a following page). NIC also recognized that there are some needs that a number of prisons might have in common and so began developing several responses which could be implemented in a prison if they were warranted. Strategic Planning and Management assistance as well as training in Promoting a Positive Prison Culture and Effective Supervising a Multi-generational Workforce are still being developed but are nearing the point where they can be implemented in a prison.

This solicitation will build on those previous works and become a part of the assistance that NIC will offer to prisons attempting to change their prison to a positive, hope-based culture. The warden will need to take the lead in accomplishing any culture change in a prison. Most wardens come from backgrounds where operational skills are prominent and they have developed leadership abilities throughout their careers. However, being an effective leader and being an effective Change Leader are not the same set of skills and abilities. The warden will need to understand the key elements of organizational change, who to lead and inspire staff through a change process, how various roles will perceive the