

value of the change, and many other elements of change leadership. Developing the capacity of wardens and other critical staff to lead the change process will be one of the primary objectives of this solicitation.

Organizational changes is complicated—doing it inside a prison with a fear-based culture is even more complicated. Recognizing that there are expert professionals who understand organizational change on a deep level, NIC will work collaboratively with them to provide guidance to the leaders of all the institutions in the Institutional Culture Initiative. They will work with the wardens and other changes leaders for a period of potentially several years in order to accomplish the changing of a prison's culture. They will recommend actions which can be taken, training which can be provided, developmental opportunities where they are required, organizational changes if they are desired. They will identify the type of change an institution is going through (developmental, transitional or transformational) and target the change strategies to most effectively work in that type of change process. The Change Advisers will recommend NIC assistance and Department of Corrections resources as needed to successfully accomplish a culture change. They will also be able to assess an institution's Readiness for Change and will be in a position to identify the Lessons Learned about changing prison culture which can add to the knowledge base on the corrections profession.

The projects which are currently part of the Institutional Culture Initiative include:

1. *Institutional Culture Assessment*: A validated organizational culture assessment was adapted for use in a prison. The organizational Culture Assessment Instrument-Prisons (OCAI-P) has been developed in a Protocol (OCAP-P) which has been applied in 12 state prisons. The report describes the overall culture, unique features and the institution's strengths and weaknesses, as well as suggestions for improvement and change. NIC is committed to assisting these prisons to use their assessment information to change the culture of the prison from the previous state to a desired positive prison culture.

2. *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 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% completed, will be fully developed with all relevant materials that would be required for implementation in an opening correctional agency. The model will be tested as part of a supplemental cooperative agreement. This cooperative agreement will also develop a training program and train twelve correctional professionals to facilitate use of the model in selected sites to improve prison culture.

3. *Promoting a Positive Prison Culture Program (PPPC)*: The purpose of this two day Program is to introduce all levels of correctional staff in one institution to the concepts of organizational culture and its influences on achievement of the prison's mission. The curriculum is being developed and will be complete in August 2003. The objectives of the PPPC program are for participants to be able to:

- Differentiate between climate and culture;
- Explain the relationships among and between the formal and informal culture;
- Identify their roles and responsibilities in developing, changing and sustaining culture;
- Define the current culture and create a picture of their future; and
- Understand and explain how mission, values, beliefs, and assumptions are interrelated and how they can contribute to or detract from the prison's mission.

It will be available to be utilized at prisons involved in this part at the Change Advisor's recommendation.

4. *Multi-generational Workforce*: A two-day training program, to be piloted in September 2003, that will assist correctional staff in examining the changing values and demographic shifts that are impacting the workforce and hence, the environmental. Failure to recognize the different values and attributes of the changing workforce can result in an underlying dysfunctional culture issue.

Leading and Sustaining Change will be an additional component of the Institutional Culture Initiative. Working with prisons already involved in the Institutional Culture Initiative, it will provide correctional wardens and other key staff with the assistance needed to develop the capacity for change leadership and will provide a Change Advisor to assist in the culture change process.

*Purpose*: The National Institute of Corrections is seeking applications for a 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 that they are able to change the culture of their institutions from a negative to a positive prison culture.

### Scope of Project

1. Develop competencies for Change Leadership at the level of state prison warden and for key persons above and below them in the correctional chain of command. Development of this competency can include training, developmental opportunities, team activities, coaching, and/or any other strategy the applicant proposes. The applicant should address how to develop a leadership culture in the prison. The applicant should provide a sound rationale for their proposed plan.

2. Provide professional Change Coaches/Consultants/Advisers to work with state prison wardens who are engaged in changing the culture of their institution. The Change Advisers (the term which will be used throughout the RFP) should plan to begin working upon award of this cooperative agreement with four to six state prisons which have had an Institutional Culture Assessment conducted.

3. Identify available instruments which can assess an institution's Readiness for Change, with a supported recommendation from the applicant regarding the instruments which would be most appropriate in which situations. The applicant must propose individuals as part of the project team or as consultants who are qualified to administer the proposed instruments.

4. The selected applicant will be required to attend a preliminary meeting for the purpose of getting an overview of the current NIC work in the Institutional Culture Initiative as well as a refinement of the project work plan. The applicant is also required to attend two (2) coordinating meetings each year with all the other project staff from the Institutional Culture Initiative. The applicant can determine how many project staff, in addition to the Project Director, should participate in these meetings. The cost for attendance at these meetings must be reflected in the budget.

5. Document the process of changing each project institution's culture for the purpose of ultimately producing a Guide to Changing Prison Culture, which incorporates a Lessons Learned summary to understanding culture change in prisons.

6. Prepare a Final Report which includes a Case Study to date of each prison which is in the process of changing their culture.