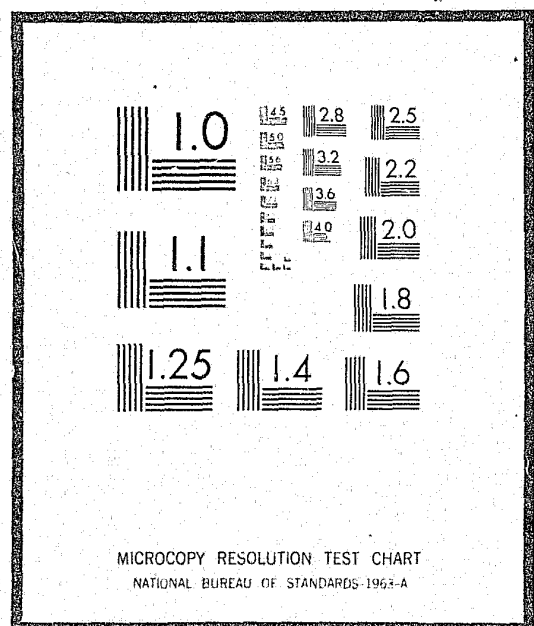


# NCJRS

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U.S. DEPARTMENT OF JUSTICE  
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION  
NATIONAL CRIMINAL JUSTICE REFERENCE SERVICE  
WASHINGTON, D.C. 20531

6/9/77  
Date filmed

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## INDIVIDUAL TECHNICAL ASSISTANCE REPORT

*In Response to a Request for Technical Assistance*

*By the*

Colorado Division of Criminal Justice

October 1, 1973

NCJRS

NOV 30 1976

ACQUISITIONS

Prepared by:

Public Administration Service  
1313 East 60th Street  
Chicago, Illinois 60637

(Per Contract J-LEAA-015-72)

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I. PRELIMINARY INFORMATION

A. **Consultant Assigned:**

James D. Stinchcomb, Chairman  
Department of Administration of  
Justice and Public Safety  
Virginia Commonwealth University

B. **Date Assignment Received:**

August 1, 1973

C. **Date of Contact with LEAA Regional Coordinator:**

August 3, 1973

D. **Dates of On-Site Consultation:**

August 19-22, 1973

E. **Individuals Contacted:**

Edward Mack

Albert Bowman

G. Nicholas Pijoan

Chief C. Wayne Keith

John C. MacIvor

Dr. Merle Allen

Dean Gail Phares

Captain W. R. Whitelaw

**I. STATEMENT OF THE PROBLEM****A. Problem as per Request for Technical Assistance:**

Technical assistance in drafting a request for a proposal for a 5- to 10-year master plan for training and education of police, courts, and corrections personnel.

**B. Problem Actually Observed:**

As stated above.

**III. FACTS BEARING ON THE PROBLEM**

See attached consultant's report.

**IV. DISCUSSION OF POSSIBLE COURSES OF ACTION**

See attached consultant's report.

**V. RECOMMENDED COURSE OF ACTION**

See attached consultant's report.

CONSULTANT'S REPORT

**DRAFT OF A  
REQUEST FOR A PROPOSAL**

**Cover Letter**

Include in the cover letter a paragraph to this effect:

This office is seeking consulting services for developing a Master Plan for Criminal Justice Manpower Development. The specific purposes of this statewide study are to assess in detail the state-of-the-art as it relates to criminal justice training and education, to make critical evaluations of current activity, and to provide a sufficient basis for future manpower projections.

The study and plan should reflect the needs of the State of Colorado, as well as all local agencies, and must be consistent with State and National objectives; i.e., that each State plan include a manpower component that can be updated annually.

**Details of the RFP**

Specific considerations which will be addressed include the following items. They are not stated in any priority and, thus, are not to be considered in any order of importance.

- Determine specific training needs for the various criminal justice agencies—police, courts, corrections—and review and evaluate existing offerings related to entry-level (basic), in-service, and specialized training activities for the criminal justice field in Colorado.
- Develop both a quantitative and a qualitative inventory of available training resources; i.e., those agencies offering training programs and the extent of commitment and competency displayed in meeting training objectives.
- Assess the manpower presently servicing the criminal justice system and the extent present training activities provide the desired level of skills for new employees.
- Ascertain the quantity and type of refresher, specialized, supervisory, and/or management training necessary for staff presently employed, and the extent existing training capacities can produce the desired results.

- Analyze current levels of expenditures for systemwide training, and project funding as the training needs expand.
- Provide a definitive "career ladder" program for various segments of criminal justice employment, indicating how the Master Plan reinforces the establishment of such personnel structures.
- Review present training curricula, determining sufficiency in meeting the agency's stated objectives and career needs and specifying recommendations for curriculum improvement.
- Assess the extent community and junior colleges are engaged in vocational training and their perceived future role in either basic or advanced vocational instructional activities. Specify recommendations regarding the relation of community colleges to vocational and occupational education and distinctions between preparing entry-level personnel and improving competencies of those already employed.
- Assess the number and quality of academic degree programs in criminal justice available in the region, determining the extent academic institutions are addressing themselves to matters of organizational and institutional change and considering, monitoring, and meeting the educational and personnel needs of criminal justice agencies in Colorado.
- Review all training resources; i.e., libraries and audio-visuals, available to higher education, and enrollment projections in criminal justice programs.
- Assess geographical locations of degree and certification programs, areas of academic concentration; i.e., major options and program emphasis, program requirements and accreditation, research projects, student internships, graduate placement, and on-going high school career counseling efforts which help to insure student interest in the field of criminal justice.
- Determine how the schools of higher education in Colorado can cooperatively develop innovative educational programs which recognize different entrance requirements, training levels, and diverse natures of academic institutions, and the need to advance research and technology in the field of criminal justice.
- Make recommendations which are consistent with Colorado's higher education master planning; i.e., educational institutions are committed to delivering the educational experiences for which they are best suited.

- Determine whether short courses, workshops, and continuing educational offerings are meeting special study needs, and educational delivery is occurring in less densely populated areas of the state. Determine the possible role of closed circuit television and other audio-visual aids; taking costs into consideration.
- Determine if there are any graduate programs in criminal justice planning, and the educational requirements for participation in the program.
- Review full-time and part-time teaching staffs in training programs and schools of higher education relative to the various intellectual needs of criminal justice students, especially about matters of research, teaching, management, rehabilitation, and treatment.
- Analyze in-depth the existing and planned criminal justice curricula in all educational settings. Specific issues to be considered are:

Are there overlaps and duplications?

Is the relationship to social and behavioral sciences assured?

Are courses balanced properly between major and general education content?

Are entrance requirements to college programs complicated?

Are students able to move about with reasonable flexibility in order to supplement their criminal justice studies in other related or supportive subjects?

- Determine whether a centralized training center is desirable to meet all criminal justice personnel needs, dependent on available training services or resources provided in the region.
- Develop plans for maximum utilization of existing learning facilities by consolidation and sharing of facilities.
- Describe statutory, jurisdictional, and regulatory restrictions which affect the Master Plan and its implementation. Recommend alternatives that may be needed for a merit system or civil service, salary limitations, and pension requirements.
- Explain in some detail the utilization of the several state task forces that are assigned to the following areas of concern: courts, higher education, entry-level training, in-service training, and systemwide career ladders.

- Recommend mechanisms for continual review, and evaluation of manpower development programs. Outline specific techniques which will be implemented immediately to insure that recommendations are actively pursued and goals are met without need of additional studies.
- Develop a program of implementation, listing task by area of study with a phasing chart, indicating when topics are to be examined. Exact cost to various tasks and on-site time to each specialist. Indicate who is responsible for certain tasks and the expertise required for effective program implementation.



**END**

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