

OJJDP



# TRAINING PROCEDURES

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**A. PURPOSE**

This procedure authorizes the National Program Office (NPO) Manager, while working with a Regional Administrator (RA), to deviate from Gang Resistance Education And Training (G.R.E.A.T.) Program training procedures when special situations arise.

**B. SCOPE**

This procedure applies to the NPO Manager and the RAs.

**C. GENERAL DIRECTION**

It is the policy of the G.R.E.A.T. Program that procedures governing the program are the standard procedures for normal operations. On occasion, situations may arise which may necessitate a divergence from standard procedures. This procedure gives the NPO Manager and the RA authority to deviate from set procedures in these situations.

**D. DETAILED PROCEDURES**

1. In normal operations, established G.R.E.A.T. procedures will be followed.
2. In unusual circumstances or situations, the NPO Manager, while working with an RA, may deviate from set procedures, as the situation requires.
3. Every time the NPO Manager and an RA deviate from established procedures, the RA will notify the National Training Committee (NTC) Chair.
4. In the event that the NPO Manager and an RA deviate from the same procedure twice within one calendar year, the NTC will review that procedure.

## A. PURPOSE

This procedure ensures continuity of the G.R.E.A.T. curricula and training procedures through the establishment of training standards.

## B. SCOPE

This procedure applies to all personnel involved in G.R.E.A.T. training sessions.

## C. GENERAL DIRECTION

It is the policy of the G.R.E.A.T. Program that training standards and procedures are established to ensure that all G.R.E.A.T. training is consistent and of high quality.

## D. DETAILED PROCEDURES

1. The National Training Committee (NTC) was established to provide guidance and operational procedures for all G.R.E.A.T. national training initiatives.
2. The NTC has developed standards to evaluate training procedures in order to ensure that all training offered will effectively prepare G.R.E.A.T. instructors to deliver the program and to preserve program integrity and continuity.
3. The NTC established the following standards to provide the foundation for the successful training of G.R.E.A.T. instructors and to ensure faithful replication of the G.R.E.A.T. training models, including the 40-hour or 60-hour G.R.E.A.T. Officer Training (GOT), G.R.E.A.T. Team Leader Training (GTLT), G.R.E.A.T. Officer In-Service Training (GOI), and G.R.E.A.T. Families Training (GFT).

- a. Organization: The organization designated by the Office of Juvenile Justice and Delinquency Prevention (OJJDP) to administer national training and technical assistance support for the G.R.E.A.T. Program will operate as the G.R.E.A.T. National Program Office (NPO) and will assign a Manager to oversee the NPO's operations. The NPO will manage the National Training Team and will maintain a roster of training staff personnel. The NPO will be responsible for scheduling all trainings and contacting hotels and similar entities to arrange meeting space and lodging, as needed, and will negotiate, draft, and sign all hotel contracts associated with training. Regional staff will locate and secure no-cost meeting space whenever possible and will provide consultation and on-site assistance as needed and requested for contracted space. All requests made for trainings must be forwarded to the NPO Manager for consideration. If a regional staff is needed to conduct training in a different region, then budgetary considerations should be coordinated through OJJDP and/or the Bureau of Justice Assistance (BJA).
  
  - b. Training Team: The quality and commitment of the training team members, as well as the administrative and support staff, should exemplify the philosophy of working cooperatively to create an environment for effective learning. A training team will consist of a Regional Administrator (RA), a seminar supervisor, team leaders, an educational advisor, and a Regional Administrative Assistant (RAA).
    - (1) The RA and the RAA will be responsible for ensuring that the training needs of the training team and seminar participants are met. Since training needs change, the regional staff will be readily available in order to administer to these needs.
  
    - (2) Seminar supervisors are responsible for ensuring that the continuity of the training model is preserved, that the instruction adheres to the curriculum, that quality instruction is provided, and that the training needs are met.
  
    - (3) The educational advisor will teach and model classroom management and childhood development competencies during the GOT.
4. The regional staff will ensure that the training environment is conducive to effective learning. This includes, but is not limited to, ensuring that

there is adequate space, proper lighting, and a climate that has a comfortable temperature and humidity.

5. The training classroom should be large enough to comfortably seat the participants, training staff, and any approved observers. Adequate work space to permit interactive group learning is critical to the training process. The NPO will maintain minimum specifications for each type of training for use in planning and negotiating training space. Any updates or changes to the specifications must be reviewed and approved by the NTC.

- a. Sleeping Rooms: Sleeping quarters for the participants should be available and located close to the training site.

- b. Teaching Aids: Audiovisual equipment as specified in the training curriculum should be readily available and functional.

- c. RA Responsibilities: In addition to ensuring that the classrooms are of adequate size and functionality, the RA shall:

- (1) Order all supplies and training materials required for the GOT.

- (2) Contact any guest speakers to verify the availability of each speaker.

- (3) Locate all needed electronic and rental equipment two weeks before the training sessions begin.

- (4) Arrange for a photographer and complete necessary arrangements for replication of the class photograph.

- (5) Ensure that all GOT required supplies are available on the Sunday prior to the first day of training.

- (6) Open the Sunday staff meeting to welcome the team and review professional expectations of staff.

- (7) Welcome the class at the beginning session of the GOT, in coordination with the seminar supervisor.

- (8) Present the "Issues of G.R.E.A.T. Concern" on the final day of the GOT.

6. The NTC may develop and employ methods to ensure and enhance consistency between trainers and training sessions. Examples of such methods include videotaping the training staff's presentations for evaluation and requiring that presenters in G.R.E.A.T. training sessions supply a copy of the outline they use in their presentations.
7. Training Seminar Evaluation: An evaluation will be provided to all participants so that they may evaluate the course content, instructors, team leaders, and facilities. The RA will forward these evaluations to the NPO.

# NONCERTIFICATION OF TRAINING PARTICIPANT **G.R.E.A.T.**

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*Training Procedure TP103*

Date: 8/28/01  
Revised: 5/21/13

## **A. PURPOSE**

This procedure establishes guidelines to be followed when a training participant cannot, for any reason, be certified as a G.R.E.A.T. instructor or team leader.

## **B. SCOPE**

This policy applies to all G.R.E.A.T. seminar supervisors, team leaders, and administrative support staff.

## **C. GENERAL DIRECTION**

The integrity of the G.R.E.A.T. Program rests largely on an instructor's ability to effectively deliver the curriculum. Occasionally, a training participant is unable to demonstrate the minimum knowledge, skills, or positive attitude necessary to carry out the responsibilities of a G.R.E.A.T. instructor or team leader. Certifying such a person as a G.R.E.A.T. instructor or team leader would damage the integrity of the G.R.E.A.T. Program. Therefore, it is the policy of the G.R.E.A.T. Program that such individuals will not be certified.

## **D. DETAILED PROCEDURES**

1. Attributes or actions that may result in the noncertification of a G.R.E.A.T. training participant include:
  - a. The inability to demonstrate the minimum teaching skills required.
  - b. Attitudes that would adversely impact the program.
  - c. Severe disciplinary infractions.
  - d. The inability to attend all the required training sessions.
  - e. Conduct unbecoming an officer.

2. The participant's team leader will document evidence concerning any of the items in paragraph D.1 of this Training Procedure.
  - a. Throughout the training, team leaders will keep the seminar supervisor apprised of any potential problems that may lead to noncertification. The seminar supervisor and/or Regional Administrator (RA) will have the option to personally observe the participant's performance for evaluation purposes.
  - b. The team leader must complete and submit the Facilitator Performance Report, along with supporting documentation, to the seminar supervisor.
  - c. The seminar supervisor will brief the RA on decisions to withhold certification and pass on the Facilitator Performance Report and its supporting documentation.
  - d. The final determination to withhold certification will be the responsibility of the seminar supervisor and the RA, with a recommendation from the participant's team leader.
  - e. The RA will notify the National Program Office of the participant's noncertification.
3. Upon determination to withhold certification, the RA, the seminar supervisor, and the participant's team leader will meet with the participant to explain the reason(s) for withholding certification, making every effort to respect the feelings of the participant. The RA, the team leader, and the seminar supervisor will ensure that the participant understands that he or she will not be certified as a G.R.E.A.T. instructor and is not eligible to teach the G.R.E.A.T. curriculum.
  - a. To preserve program credibility, it is essential that the individual be immediately removed from active participant status.
  - b. The seminar supervisor will ensure that the participant returns his or her copy of the Instructor's Manual.
4. The RA will use the information from the Facilitator Performance Report to provide immediate notification to the participant's agency administrator of the decision to withhold certification. The RA will provide the agency administrator with a copy of the Facilitator

Performance Report and, upon receiving a written request from the administrator, will provide additional detailed documentation supporting the noncertification.

5. A qualified applicant who has failed to meet the standards necessary for certification as a G.R.E.A.T. instructor because of his or her inability to demonstrate the minimum teaching skills required may reapply for another G.R.E.A.T. seminar. This would also apply to a participant removed from training by the participant's own agency due to its internal issues.

# SELECTION AND ASSIGNMENT OF SPECIALTY INSTRUCTORS

**G.R.E.A.T.**

*Training Procedure TP104*

Date: 8/28/01  
Revised: 5/21/13

## **A. PURPOSE**

This procedure establishes guidelines for the selection and assignment of specialty instructors for G.R.E.A.T. training programs, including G.R.E.A.T. Officer Training (GOT), G.R.E.A.T. Families Training (GFT), G.R.E.A.T. Officer In-Service Training (GOI), and G.R.E.A.T. Team Leader Training (GTLT).

## **B. SCOPE**

This procedure applies to all involved in G.R.E.A.T. training.

## **C. GENERAL DIRECTION**

It is the policy of the G.R.E.A.T. Program that quality specialty instructors be used for classes involving highly specialized subjects.

## **D. DETAILED PROCEDURES FOR SELECTION OF EDUCATORS**

1. Educators will be contracted by the National Program Office (NPO) to teach the educational components of the GOT. An applicant seeking to become a G.R.E.A.T. educator must submit a résumé to the NPO Manager.
2. The minimum requirements for a G.R.E.A.T. educator shall include, but not be limited to, the following:
  - a. A bachelor's degree in education.
  - b. Five years of contemporary experience working within a junior high school or middle school system.
  - c. Experience in multicultural environments.

- d. Knowledge of the adult learning process.
  - e. Experience with special-needs students and situations.
3. Approval process for applicants wishing to become G.R.E.A.T. educators.
- a. The agency of the Regional Administrator (RA) in the region in which the applicant is located will conduct a thorough background check on each applicant who is selected for an interview.
  - b. An RA or designee will observe a potential applicant in the classroom and interview the applicant, providing a written recommendation for those applicants who are approved for continuation in the approval process.
  - c. The applicant will shadow a senior educator instructing the educator's block of a 60-hour GOT.
  - d. For the solo phase, the applicant will then teach the educator's block of a 60-hour GOT under the guidance of a senior educator and will be evaluated by the senior educator, RA, and seminar supervisor. If the applicant does not receive a unanimous endorsement, the NPO may schedule another solo phase.
  - e. All endorsed applications for this position, along with the written recommendations of the RA, seminar supervisor, and senior educator, will be submitted to the NPO Manager, who will forward them to the National Training Committee (NTC) for review and approval.
  - f. The NTC will notify the NPO of any applicants approved to be G.R.E.A.T. educators.

#### **E. DETAILED PROCEDURES FOR SELECTION OF G.R.E.A.T. FAMILIES TRAINING FACILITATOR TRAINERS**

1. Facilitator Trainers for G.R.E.A.T. Families Training (GFT) will be contracted by the NPO to facilitate this two-day training for certified G.R.E.A.T. instructors. Applicants seeking to become GFT Facilitator Trainers must submit a request in writing to the NPO, along with documentation confirming the minimum levels of experience stipulated in paragraph F.2 of this procedure.

2. The minimum requirements for a GFT Facilitator Trainer shall include, but not be limited to, the following:
  - a. Must be an actively certified National Training Team (NTT) team leader or seminar supervisor.
  - b. Must have an expressed desire to train this curriculum.
  - c. Must have positive evaluations in previous NTT service.
  - d. Must have strong presentation/facilitation skills.
  - e. Must have participated in at least three GOTs as a training team member.
  - f. Must have taught at least three full six-session cycles of the G.R.E.A.T. Families curriculum.
  - g. Must have taught at least one cycle of G.R.E.A.T. Families in the last 12 months.
3. The approval process for applicants wishing to become GFT Facilitator Trainers is as follows:
  - a. The NPO Manager will receive the written request for consideration and supporting documentation, ensure that the application file is complete, and forward it to the NTC for approval as a candidate for GFT Facilitator.
  - b. Candidates approved by the NTC will be scheduled by the NPO to attend a GFT and shadow an experienced Facilitator Trainer.
  - c. The NPO will then schedule the candidate for a solo phase as a co-trainer at a second GFT. The candidate's performance will be evaluated by the experienced Facilitator Trainer and the RA for the GFT, who will forward their evaluations to the NPO Manager within a week following the conclusion of the GFT. If both evaluators recommend the candidate, the NPO Manager will present the recommendations to the NTC for confirmation of the candidate as a GFT Facilitator Trainer. If the candidate does not receive a unanimous endorsement, the candidate may request to be scheduled for a second solo phase.

## **F. DETAILED PROCEDURES FOR SELECTION OF G.R.E.A.T. OFFICER IN-SERVICE TRAINING FACILITATORS**

1. Facilitators for G.R.E.A.T. Officer In-Service Training (GOI) will be contracted by the NPO to facilitate this training for experienced certified G.R.E.A.T. instructors. Applicants seeking to become GOI Facilitators must submit a request in writing to the NPO, along with documentation confirming the minimum qualifications stipulated in paragraph F.2 of this procedure.
2. The minimum requirements for a GOI Facilitator shall include, but not be limited to, the following:
  - a. Must be an actively certified NTT team leader or seminar supervisor.
  - b. Must have an expressed desire to train this particular module.
  - c. Must have positive evaluations in previous NTT service.
  - d. Must have strong presentation/facilitation skills.
  - e. Must have participated in at least five GOTs as a training team member.
  - f. Must have scheduling flexibility that will permit scheduling adjustments on short notice.
3. The approval process for applicants wishing to become GOI Facilitators is as follows:
  - a. The NPO Manager will receive the written request for consideration and supporting documentation, ensure that the application file is complete, and forward it to the NTC for approval as a candidate for GOI Facilitator.
  - b. Candidates approved by the NTC will be scheduled by the NPO to attend a GOI and shadow an experienced Facilitator.
  - c. The NPO will then schedule the candidate for a solo phase as a cofacilitator at a second GOI with an experienced GOI Facilitator. The candidate's performance will be evaluated by the experienced Facilitator and the RA for the GOI, who will forward their evaluations

to the NPO Manager within a week following the conclusion of the GOI. If both evaluators recommend the candidate, the NPO Manager will present the recommendations to the NTC for confirmation of the candidate as a GOI Facilitator. If the candidate does not receive a unanimous endorsement, the candidate may request to be scheduled for a second solo phase.

## **G. DETAILED PROCEDURES FOR SELECTION OF TEAM LEADER TRAINERS**

1. Experienced NTT team leaders will be selected by the NTC to assist in the on-the-job training of new team leader candidates, or Team Leaders in Training. To be considered for the position of Team Leader Trainer, a team leader must submit a written request to the National Program Office (NPO) expressing interest in being considered for the position.
2. As part of the written application, the team leader will request and submit written recommendations from three seminar supervisors he or she has worked with.
3. The minimum requirements for a Team Leader Trainer shall include, but not be limited to, the following:
  - a. Must be an actively certified NTT team leader.
  - b. Must have completed a minimum of eight GOTs as a team leader.
  - c. Contribute consistently and positively to the training process, as determined by 360 Feedback records from the previous three years and seminar supervisor testimony.
4. The approval process for applicants wishing to become Team Leader Trainers is as follows:
  - a. The NPO Manager will receive the written request for consideration and seminar supervisor recommendations, add the applicable 360 Feedback records, ensure that the application file is complete, and forward it to the NTC for approval.
  - b. The NPO will provide team leaders approved by the NTC to serve as Team Leader Trainers with all applicable instructions, forms, and

procedures needed to mentor a Team Leader in Training during a GOT.

- c. The NPO will schedule Team Leader Trainers to mentor Team Leaders in Training at GOTs based on need and availability. Upon assignment, the seminar supervisor will review the procedures and responsibilities with the Team Leader Trainer prior to beginning the training and will monitor and guide the Team Leader Trainer throughout the process.

## **H. ADDITIONAL PROCEDURES**

1. Other specialty instructors may be contracted to teach any other course deemed appropriate by the NTC.
2. The NPO, in coordination with the RAs, will coordinate specialty instructor scheduling and utilization.
3. Specialty instructor pay will be consistent with policy and procedure requirements regarding contracts and purchasing.
  - a. The NPO will fund the payment of specialty instructors.
  - b. The NPO will be responsible for maintaining accurate files of contracts, fees, and expenses paid to specialty instructors.

**A. PURPOSE**

This procedure establishes guidelines governing the attendance of observers at any G.R.E.A.T. training session.

**B. SCOPE**

This procedure applies to training staff, administrative support staff, and individuals requesting observer status.

**C. GENERAL DIRECTION**

It is the policy of the G.R.E.A.T. Program to prevent distraction in G.R.E.A.T. training sessions by limiting the number of classroom observers. The purpose of allowing the attendance of observers in G.R.E.A.T. training sessions is to enable appropriate administrative and supervisory personnel to understand the goals and objectives of the G.R.E.A.T. Program.

**D. DETAILED PROCEDURES**

1. Any certified G.R.E.A.T. instructor or official guest of the G.R.E.A.T. Program may visit sessions of G.R.E.A.T. Officer Training (GOT) with the approval of the seminar supervisor or the Regional Administrator (RA).
2. Any other person who is interested in observing a GOT must submit a written request to the National Program Office (NPO) Manager, detailing the reasons for wanting to observe the training.
  - a. The NPO Manager will coordinate the attendance of observers with the RA.
  - b. No more than two observers will be allowed in any training session; exceptions must be approved in advance by the NPO Manager in conjunction with the RA.

- c. Observers will be presented a copy of the Guidelines for Seminar Observers governing their presence in the classroom.
  - d. The NPO Manager will make every attempt to accommodate those who request to observe training events, while observing the G.R.E.A.T. Program goal of minimizing disruption to seminar participants.
3. No observers will be allowed to attend the participants' presentations or team meetings without permission from the seminar supervisor and the RA.
  4. Observers may be provided with a copy of the G.R.E.A.T. Instructor's Manual in the classroom at the discretion of the RA. Observers will not be permitted to leave with a copy of the manual.
  5. Any problems with observers will be documented by the seminar supervisor and forwarded to the RA for consideration of future requests to observe by the same agency.

# OFFICER TRAINING

## GUIDELINES FOR SEMINAR OBSERVERS

G.R.E.A.T.

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### *Attachment to Training Procedure TP105*

In order to maintain a quality learning environment for our seminar participants, we ask the following of all guests observing our seminar:

- ✓ Please strictly observe break times. Entering the classroom late can be distracting to the participants.
- ✓ Please do not ask questions or participate during formal classroom sessions. If you have questions, please refer them to the seminar supervisor during breaks.
- ✓ Please do not make any unnecessary noise during formal classroom sessions (e.g., talking, cell phones or beepers, watch alarms, etc.).
- ✓ No newspapers or magazines are allowed in the classroom during sessions.
- ✓ Smoking and/or chewing tobacco products are not allowed in the classroom or in out-of-classroom sessions.
- ✓ Observers are not allowed to watch participants' presentations or attend team meetings without permission of the seminar supervisor or Regional Administrator.
- ✓ If you are a supervisor of any of the seminar participants or staff members, please refrain from evaluating them or discussing department/agency business during the course of the seminar. The chain of command that is observed during the seminar is as follows: Regional Administrator, seminar supervisor, team leader, participant/observer. Our concern is that the staff and participants focus 100 percent of their effort on this training. Outside pressure from their own department and/or supervisor could adversely affect this, which could lead to a participant failing the seminar.

**A. PURPOSE**

This procedure establishes guidelines for the training staff's conduct and minimum service requirements.

**B. SCOPE**

This procedure applies to all training staff and administrative support staff.

**C. GENERAL DIRECTION**

The primary training methodology utilized in G.R.E.A.T. training is role modeling, which is an essential ingredient to Program integrity, credibility, and success. It is the policy of the G.R.E.A.T. Program that every action of a training staff member or administrative support staff member be professional and beyond reproach.

**D. DETAILED PROCEDURES****1. Conduct**

- a. Each training staff member and administrative support member will conduct himself or herself in an ethical manner that reflects the highest standards of professionalism at all times. He or she will be cognizant of and guided by the National Training Committee (NTC) standards of member conduct as established in these policies and procedures.
- b. Training staff members and administrative support members will present themselves as exemplary role models in both formal and informal situations. All staff members must refrain from sexual, racial, gender, ethnic, or other remarks that could be considered stereotypical or insensitive.

- c. Any violations of this procedure will be documented by the seminar supervisor and forwarded to the Regional Administrator (RA) for review as outlined in Training Procedure TP109.
- d. If the RA, in conjunction with the National Program Office (NPO) Manager, finds sufficient cause, he or she may initiate the following sanctions, subject to final action by the NTC:

- (1) Revocation of team leader or team leader candidate status and/or

- (2) Decertification.

## 2. National Training Team (NTT) minimum service requirement

- a. NTT In-Service Training will be held every other year, in even-numbered years. On the years in which the NTT In-Service Training is not held, a distance-learning training activity will be offered for NTT members. Either in-person training or distance-learning training will be provided to the NTT each year. Participation in whichever training is offered is mandatory for all NTT members. If a member is unable to attend because of extenuating circumstances, he or she may notify the NPO Manager and request to be excused. If a member misses the In-Service Training without having been excused or misses in consecutive years, he or she will be automatically placed on inactive status pending review by the NTC. The NTC may restore active status upon request of the inactive member after review of the circumstances and attendance at the next scheduled In-Service Training.
- b. Team leaders and seminar supervisors receive special skills training in order to serve in those capacities. If these skills are not utilized on a regular basis, they will deteriorate. For this reason, team leaders and seminar supervisors shall be required to participate as members of the NTT in at least one G.R.E.A.T. Officer Training (GOT) within each consecutive 12-month period. The NPO will monitor compliance with this requirement.
- c. If a team leader or seminar supervisor fails to comply with the requirement to participate in at least one GOT during a consecutive 12-month period and is placed on inactive status as a result thereof, the team leader or seminar supervisor can be reactivated by petitioning the

NPO Manager for reinstatement and participating in a GOT as a solo team leader.

- d. Team leaders and seminar supervisors must display the ability to effectively train and develop future G.R.E.A.T. instructors. The seminar supervisor will document strengths and areas for improvement in a team leader's performance during any GOT and bring them to the attention of the RA assigned to the training. The RA will document strengths and areas for improvement in a seminar supervisor's performance during any GOT and bring them to the attention of the NPO Manager.
- e. All team leaders and seminar supervisors shall teach the 13-lesson middle school curriculum as the primary instructor at least once within each school year and provide verification of teaching activity to the NPO annually or as requested. Failure to maintain this standard will result in being placed on inactive status. Any exceptions to this requirement must be requested in writing to the NPO Manager with full explanation of the reasons for the request. The NPO Manager will submit all requests received to the NTC for review and a decision on approval.
- f. In addition to the requirements in D.2.e, any team leader or seminar supervisor who anticipates retiring from an active-duty criminal justice employment position must notify the NPO prior to the retirement date and provide the documentation required for all retired officers to teach G.R.E.A.T., as specified in P105a D.1 of the G.R.E.A.T. Policy Manual. All retired team leaders and seminar supervisors shall submit documentation of continued sponsorship to the NPO annually, along with their verification of teaching activity.

# **SELECTION AND APPROVAL OF TEAM LEADER CANDIDATES**

**G.R.E.A.T.**

*Training Procedure TP107*

Date: 8/28/01  
Revised: 5/21/13

## **A. PURPOSE**

This procedure establishes guidelines for the selection and approval of team leader candidates.

## **B. SCOPE**

This procedure applies to all certified G.R.E.A.T. instructors.

## **C. GENERAL DIRECTION**

It is the policy of the G.R.E.A.T. Program that team leader candidates meet the qualifying standards set forth in this procedure to become a team leader.

## **D. DETAILED PROCEDURES**

1. To be considered for the position of team leader, candidates must:
  - a. Demonstrate strong responsiveness to instruction.
  - b. Show strong personal initiative.
  - c. Have the strong ability to develop interpersonal relationships.
  - d. Have the strong ability to communicate effectively with adult learners.
  - e. Exhibit promptness and good time-management skills.
  - f. Be exemplary role models in both formal and informal situations.
  - g. Refrain from sexual, racial, gender, ethnic, and other remarks that could be considered stereotypical or insensitive.

- h. Be flexible and able to handle the unexpected.
  - i. Be committed to the careful replication of the G.R.E.A.T. Program.
2. To be considered as a possible team leader candidate, an applicant must:
- a. Have completed an authorized G.R.E.A.T. Officer Training (GOT) course.
  - b. Have taught the G.R.E.A.T. Program middle school curriculum for a minimum of one school year and have instructed six 13-lesson middle school classes, as confirmed by the applicant's teaching schedule.
  - c. Submit a written application to the National Program Office (NPO) to become a team leader and successfully complete the application and interview process as established by the NTC. The application must be accompanied by written references from a member of the command staff in the applicant's agency and an official of the school system or teaching environment in which the applicant teaches. The references must address the applicant's demonstration of the abilities and qualities listed in D.1.(a)–(i) of this section. Additionally, the applicant must submit a video of the applicant delivering a full lesson from the G.R.E.A.T. curriculum in an actual classroom setting. The RA for the applicant's region or his or her designee will review the video using standard evaluation instruments approved by the NTC. The candidate must be approved by the NPO Manager, the respective RA, and finally by the NTC.
3. Successful team leader candidates must complete the following phases to become a team leader:
- a. Successful completion of a G.R.E.A.T. Team Leader Training (GTLT).
  - b. Successful completion of a mentoring phase in which the team leader Candidate works with an NTC-approved Team Leader Trainer. The mentoring phase must be completed within six months of the date of graduation from the GTLT, as training schedules permit.
  - c. Successful completion of a solo phase in which the seminar supervisor evaluates the candidate's progress. The solo phase must be completed within 12 months of the completion of the mentoring phase. Either the mentoring phase or the solo phase must take place during a 60-hour

GOT. For the candidate to be considered for appointment as a team leader, the mentoring and solo phases must be satisfactorily completed within 18 months of graduation from the GTLT.

(1) The seminar supervisor will report to the Regional Administrator (RA) on the candidate's progress and will recommend to the RA whether the candidate should or should not become a team leader.

(2) The NPO Manager, in conjunction with the RA, will make the final determination of whether to approve the team leader candidate as a team leader.

4. The NPO will be responsible for the following:

a. Management of the NTT.

b. Developing and managing the NTT database.

c. Assigning training teams. The training team should not include more than two team leader candidates. The NPO will consider such factors as experience of team members, travel proximity, regional representation, and diversity in selecting team members.

d. Changes in team assignments prior to a GOT will be handled by the NPO with immediate notification to the RA. Emergency changes during a GOT will be handled by the RA and seminar supervisor, with immediate notification to the NPO Manager.

e. All NTT staff members will be evaluated during a GOT following the procedures established in the Team Leader Training Manual.

# SELECTION AND APPROVAL OF SEMINAR SUPERVISOR CANDIDATES

**G.R.E.A.T.**

*Training Procedure TP108*

Date: 5/19/05  
Revised: 5/21/13

## A. PURPOSE

This procedure establishes guidelines for the selection and approval of seminar supervisor candidates.

## B. SCOPE

This procedure applies to all approved team leaders.

## C. GENERAL DIRECTION

It is the policy of the G.R.E.A.T. Program that seminar supervisor candidates meet the qualifying standards set forth in this procedure to become a seminar supervisor.

## D. DETAILED PROCEDURES

To be eligible for the role of seminar supervisor, an applicant must:

1. Complete a minimum of eight G.R.E.A.T. Officer Trainings (GOT), including at least three 60-hour GOTs, as a team leader.
2. Consistently contribute positively to the training process.
3. Submit a written request to the National Program Office Manager expressing interest in being considered for the position of a seminar supervisor.
4. Be approved by the NTC.
5. Successfully complete the mentoring and solo phases with current seminar supervisors.
6. Participate as a member of the training staff at a G.R.E.A.T. Team Leader Training at the next available opportunity.

# SEMINAR LINE OF AUTHORITY AND CONFLICT RESOLUTION

**G.R.E.A.T.**

*Training Procedure TP109*

Date: 8/28/01  
Revised: 5/21/13

## **A. PURPOSE**

This procedure establishes the chain of authority at G.R.E.A.T. training sessions and the steps to be taken to resolve conflicts that may arise.

## **B. SCOPE**

This procedure applies to all G.R.E.A.T. training staff, support staff personnel, seminar participants, and observers.

## **C. GENERAL DIRECTION**

It is the policy of the G.R.E.A.T. Program to ensure consistency in resolving conflicts in G.R.E.A.T. training sessions and to follow an established chain of authority at all training sessions. Procedural steps utilized in resolving conflict will delineate responsibilities, provide direction, and offer viable alternatives.

## **D. DETAILED PROCEDURES**

1. The following chain of authority applies at all G.R.E.A.T. training sessions:
  - a. National Training Committee (NTC)
  - b. Regional Administrator (RA)
  - c. Seminar supervisor
  - d. Team leader
2. Problems with a participant or inappropriate participant behavior will be addressed in a timely manner as follows:

- a. The team leader and participant will attempt to resolve the conflict together.
  - b. The team leader and seminar supervisor will meet with the participant to resolve a recurring problem and will notify the RA of that meeting.
  - c. If the participant fails to respond to the corrective measures outlined in paragraphs D.2.a. and D.2.b. of this Training Procedure, the RA may contact the participant's agency supervisor and the National Program Office (NPO) Manager to inform them of actions already taken and of the next steps to be taken in order to resolve the conflict.
3. If the steps in paragraph D.2. fail to resolve the conflict, the RA, seminar supervisor, and team leader will inform the participant that he or she is no longer a participant in the seminar and ask him or her to leave the training site (see Training Procedure TP103).
  4. The training staff will keep the seminar supervisor well informed of all issues and problems, both potential and real, that occur within or without the classroom of a G.R.E.A.T. training involving participants, training staff, on-site personnel, guest instructors, or observers. The seminar supervisor will notify the RA of any conflict and resolve the conflict in accordance with the following procedures in situations involving:
    - a. Participants: See paragraph D.2. of this procedure.
    - b. Staff: Conflicts involving staff will be addressed during staff conferences and in training program documentation.
    - c. On-site personnel: Conflicts involving on-site personnel, which may include, but are not limited to, host site personnel and administrative support staff, will be addressed during staff meetings, if appropriate, in training program documentation, and by contacting his or her immediate supervisor, if deemed necessary.
    - d. Hotel staff: In the event of a conflict with hotel staff, the RA will refer the problem to the NPO Manager for action.
    - e. Specialty instructors: Conflicts involving specialty instructors will be addressed during staff meetings and documented, with notification to the NPO Manager.

- f. Observers: Conflicts involving observers will be addressed during staff meetings and in training program documentation. If the conflict is not resolved or escalates, the seminar supervisor will consult the RA and, if necessary, ask the observer to leave the training site. Any such action will be documented and reported to the NPO Manager.
5. The RA may, when necessary or appropriate, deviate from this Training Procedure in accordance with Training Procedure TP101 to expedite the resolution of conflict during any G.R.E.A.T. training.

# DISCIPLINARY ACTION INVOLVING NTT MEMBERS

**G.R.E.A.T.**

*Training Procedure TP110*

Date: 6/3/09

Revised: 5/21/13

## A. PURPOSE

This procedure provides guidance and structure to incidents and disciplinary matters regarding National Training Team (NTT) members.

## B. SCOPE

This procedure applies to National Training Team members, specialty instructors, and administrative staff.

## C. GENERAL DIRECTION

It is the G.R.E.A.T. Program's policy that violations/infractions by NTT members be documented and addressed. These violations/infractions will be handled in a timely manner, with a level of transparency, and using a fair process that involves National Training Committee (NTC) review with Office of Juvenile Justice and Delinquency Prevention (OJJDP) oversight prior to final disciplinary disposition being reached.

## D. DETAILED PROCEDURE

### 1. Reportable incident

- a. A *reportable incident* is defined as "any action taken which is inconsistent with standards set forth in TP106 D.1.a. and b. and which has occurred during or as part of any G.R.E.A.T. training event or other official function."
- b. When an incident is observed by or reported to the seminar supervisor (SS), Regional Administrator (RA), or NTC member, that person shall take timely action to determine the validity of the incident and whether the actions rise to the level of a "reportable incident." If the initial information is received by the SS, he or she shall immediately

report the information to the RA, who will then become the report taker for the incident.

## 2. Investigation

- a. Once the incident is determined to be a “reportable incident,” the report taker will begin to conduct a complete investigation as to the specifics of the “reportable incident.”
- b. If it is determined that the incident rises to the level of a crime, the report taker shall notify the appropriate law enforcement jurisdiction.
- c. In the event that serious allegations of misconduct may require immediate administrative suspension of the NTT member, the report taker will confer with the National Program Office (NPO) Manager and a member of the OJJDP policy staff to determine a course of action. If it is determined that immediate administrative suspension from the G.R.E.A.T. training or function is necessary, the RA or the RA’s designee shall inform the NTT member that there is an active investigation and that the NTT member’s services are administratively suspended, pending the completion of the investigation. After review of the investigation by the NTC, NPO Manager, and the OJJDP staff member, determination will be made of the final action to be taken.

## 3. Notification of allegations

- a. The report taker will make every effort to notify the NTT member of the allegations against him or her and may choose to conduct an interview with the NTT member at that time.
- b. If the report taker has a reasonable belief that notification of the allegations to the NTT member may inhibit further investigative efforts or adversely affect the training, the report taker may confer with the NPO Manager and OJJDP staff member as to an appropriate time for notification.

## 4. Interim actions taken pending NTC review

- a. The report taker may take interim corrective actions to address the incident in order to bring a timely but temporary resolution to the incident.

- b. These actions taken and how they affected the incident shall be documented in the incident report (See Section 5 – Documentation).

## 5. Documentation

- a. The nature of the incident, any actions taken, and details of the complete investigation will be documented on the G.R.E.A.T. Incident Report form. The completion of this form will be done by the report taker and shall be completed within seven days of the completion of the investigation, unless circumstances unique to the incident prevent timely completion.
- b. The report taker may need to attach an extended narrative to this report to ensure complete details are documented.
- c. This report will be forwarded to the NPO Manager upon completion.

## 6. Incident report review

- a. Upon receiving the incident report, the NPO Manager will provide a copy to an OJJDP representative and, along with the RA, shall jointly review the report within seven days of receipt of the incident report, unless circumstances unique to the incident prevent timely completion.
- b. If upon review, the NPO Manager, the RA, and OJJDP determine additional action is needed, the NPO Manager will notify the NTT member that his or her future service is administratively suspended until a full review is conducted by the NTC and OJJDP for final action (See 2.c.).
- c. If upon review, the NPO Manager, the RA, and OJJDP determine no immediate additional action is needed, the NPO Manager will arrange for the incident to be added to the next NTC meeting agenda.
- d. The NTC will review all incident reports and will make final decisions on actions in conjunction with an OJJDP representative.
- e. These actions may include, but are not limited to:
  - (1) No further action needed.
  - (2) Letter of “last chance” or correction.

- (3) Additional counseling and/or training.
- (4) A period of suspension.
- (5) Immediate termination of contract and removal from the NTT.
- (6) Decertification as a G.R.E.A.T. instructor in accordance with Policy P108.

7. Notification of final actions/conclusion

- a. The NPO Manager shall make all notifications to investigated members with the exception of the notification of allegations discussed in 8.a. – c.
- b. This shall include notification of “No further actions needed.”
- c. The NTC Chair shall notify the National Policy Board (NPB) Chair of any action taken.
- d. Notification of final action shall take place within seven days of the NTC’s decision, unless circumstances prevent it.

8. NTT member appeal

- a. If the NTT member wishes to appeal the NTC’s decision, he or she shall submit the appeal in writing to the NPB requesting a review of the NTC’s decision, including a detailed explanation of the reasons for the appeal. This letter shall be routed to the NPO Manager, who will have it added to the agenda of the next NPB meeting for their review.
- b. The actions of the NTC shall remain in place until a review by the NPB is conducted.
- c. The NPB will review the incident and the NTC actions taken.
- d. Upon completion of the review, the NPB will advise the NPO Manager of their findings, and the NPO Manager shall make notification to both the NTT member and the NTC.

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