

# Security Threat Group Management مواجهة مجموعات التهديد

## Participant Guide



مركز تدريب وتطوير القدرات النسائي في  
المملكة العربية السعودية

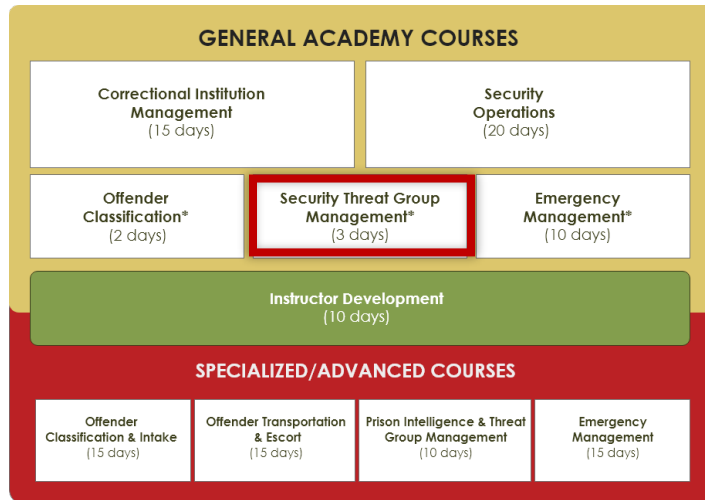
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Female Training Center

## SECURITY THREAT GROUP MANAGEMENT

The purpose of this introductory course is to explore how and why security threat groups form, how they affect security and safety in the prison, and how they impact public safety. This course will also provide best practices for identifying, validating, and managing security threat groups.

## COURSE DETAILS

This 3-day course is part of the General Academy curriculum. It is a prerequisite for a more in-depth specialized course.



Security Threat Group Management	
<b>Level</b>	Foundations
<b>Prerequisite</b>	None
<b>Duration</b>	3 days
<b>Location</b>	Riyadh, KSA
<b>Class size</b>	25 participants
<b>Topics</b>	<ul style="list-style-type: none"> <li>Defining Security Threat Groups</li> <li>Prison Intelligence and Managing Threat Groups</li> </ul>

## INSTRUCTIONAL APPROACH

- LEARN:** During this General Academy course, you will learn the globally accepted best practices for identifying, validating, and managing threat groups.
- APPLY:** You will have the opportunity to apply this knowledge to the Kingdom of Saudi Arabian local context to develop best practices in managing security threat groups, including developing an incentives-based step-down program.
- TRANSFER:** The course will also help you facilitate the transfer of this knowledge to your co-workers and other GDP staff.

## COURSE MODULES & OBJECTIVES

MODULE	LEARNING OBJECTIVES	DAYS
<b>1 Defining Security Threat Groups</b>	<ul style="list-style-type: none"> <li>Define security threat groups</li> <li>Describe different types of STGs</li> <li>Explain the impact of STGs on prison management</li> <li>Explain why STGs form in prison</li> <li>Discuss characteristics of STGs</li> </ul>	1
<b>2 Managing Security Threat Groups</b>	<ul style="list-style-type: none"> <li>Describe the 5 types of risks examined during offender risks assessments</li> <li>Explain the 4 additional risks for STGs</li> <li>Explain the 3 categories of violent extremists</li> <li>Describe the STG validation process</li> <li>Identify the 5 steps in behavior-based management of STGs</li> <li>Explain best practices in STG management</li> </ul>	2

## COURSE AGENDA

### Week 1

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY
DAY 1	DAY 2	DAY 3	DAY 4	DAY 5
Pre-Knowledge Survey <b>Defining Security Threat Groups</b>	<b>Managing Security Threat Groups</b>	<i>Continued</i>		
<b>MORNING BREAK (30 min)</b>				
<i>Continued</i>	<i>Continued</i>	<i>Continued</i>		
<b>TEA BREAK (15 min)</b>				
<i>Continued</i>	<i>Continued</i>	Post-Knowledge Survey and Evaluations		

# COURSE OVERVIEW



## POLICY REFERENCES & RESOURCES

Each course includes a policy reference template with space to include relevant national laws, policies, executive orders, and institutional policies/procedures. This section also includes a definition of key terms and international resources used to develop this course.

RELEVANT POLICIES & PROCEDURES		
NATIONAL LAWS & POLICIES		
<b>Bureau of Experts at the Council of Ministers</b>	Receives executive orders from the King directly and processes them	<ul style="list-style-type: none"> <li>▪ <a href="https://www.boe.gov.sa">https://www.boe.gov.sa</a></li> <li>▪ <a href="#">Imprisonment and detention</a></li> </ul>
<b>National Center for Archives</b>	Directory of documents and archives	<ul style="list-style-type: none"> <li>▪ <a href="http://ncar.gov.sa">http://ncar.gov.sa</a></li> </ul>
(Placeholder)		<ul style="list-style-type: none"> <li>▪</li> </ul>
INSTITUTIONAL POLICIES & PROCEDURES		
<b>General Directorate of Prisons</b>		<ul style="list-style-type: none"> <li>▪ <a href="#">GDP website</a></li> </ul>

INTERNATIONAL STANDARDS	
Relevant Resource	Organization/Short Name
United Nations Office of Drugs and Crime (UNODC)	<a href="https://www.unodc.org">https://www.unodc.org</a> <a href="https://www.unodc.org/documents/dohadeclaration/">https://www.unodc.org/documents/dohadeclaration/</a>
UNODC: Handbook on the Classification of Prisoners	<a href="#">UNODC: Handbook on the Classification of Prisoners</a>
The United Nations Standard Minimum Rules for the Treatment of Prisoners	<a href="#">The Mandela Rules: Arabic</a> This course focused on the following relevant Mandela Rules: Rule 6; Rule 26; Rule 92.3
The United Nations Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders	<a href="#">The Bangkok Rules: Arabic</a>
UNODC's Handbook on Dynamic Security and Prison Intelligence	<a href="#">UNODC: Dynamic Security and Prison Intelligence</a>
UNODC's Handbook on Management of High-Risk Prisoners Ebook	<a href="#">UNODC: Handbook on Management of High-Risk Prisoners</a>
UNODC's Handbook on Violent Extremist Prisoners	<a href="#">UNODC Handbook on Management of VEPs</a>

U.S. RESOURCES	
Relevant Resource	Organization
Subject matter expert and research material	U.S. Department of Justice (USDOJ), Federal Bureau of Prisons
Classification of High Risk and Special Management Prisoners , Developing Gender-Specific Classification Principles for Women Prisoners, Internal Prison Classification Systems, Objective Prison Classification, Prison Intake Systems	National Institute of Corrections <a href="https://nicic.gov/prison-classification">https://nicic.gov/prison-classification</a>

## KEY TERMS & CONCEPTS

TERM	DEFINITION
<b>Security Threat Group</b>	<ul style="list-style-type: none"> <li>Any organization, club, association, or group of individuals that may have a common name and identifying sign or symbol and whose members engage in activities that would include, but are not limited to, planning, organizing, threatening, financing, soliciting, committing, or attempting to commit unlawful acts or an act that would violate the institution's written instructions, which would detract from the safe orderly operations of prisons</li> </ul>
<b>Kites</b>	<ul style="list-style-type: none"> <li>Small folded notes attached to a long piece of string used to swing the note into a neighboring cell</li> </ul>
<b>Dead Drops</b>	<ul style="list-style-type: none"> <li>Messages left in or written on a location accessible to offenders</li> </ul>
<b>Knock/Tap Codes</b>	<ul style="list-style-type: none"> <li>Offenders tap a sequence of quiet knocks on the wall, cell bars, or plumbing pipes; each knock sequence corresponds to a location on a pre-determined grid of letters (e.g., 4-2 may point to the grid location for the letter "I")</li> </ul>
<b>Risk Assessment</b>	<ul style="list-style-type: none"> <li>Refers to an offender's potential for harm-related, order-related, security-related, reoffending-related, and crime-related risks</li> </ul>
<b>Member</b>	<ul style="list-style-type: none"> <li>Any offender who, based on documented evidence, has been accepted into membership by a gang</li> </ul>
<b>Associate</b>	<ul style="list-style-type: none"> <li>Any offender who, based on documented evidence, is involved periodically or regularly with the members of a criminal gang</li> </ul>
<b>Suspect</b>	<ul style="list-style-type: none"> <li>Any offender who, based on documented evidence, is suspected of being involved in or assisting an STG in the commission of criminal gang behaviors</li> </ul>
<b>Step-Down Program</b>	<ul style="list-style-type: none"> <li>An incentive-based multi-step process designed for STG offenders who choose to discontinue criminal activity but who require structured activities and programming</li> </ul>
<b>Situational Control</b>	<ul style="list-style-type: none"> <li>Situational measures that reduce the opportunity for disorder to occur—use of locks, bars, and security lighting, surveillance—including cameras, staff observations, and watch towers</li> </ul>
<b>Social Control</b>	<ul style="list-style-type: none"> <li>Measures that reduce disorder by developing or strengthening social relations between offenders and between staff and offenders</li> </ul>
<b>Control Hotspots</b>	<ul style="list-style-type: none"> <li>Measures to control times and places where a prevalence of critical situations occur because of some conjunction between persons and circumstances</li> </ul>
<b>Prison Intelligence</b>	<ul style="list-style-type: none"> <li>Collecting, evaluating, collating, analyzing, and disseminating information related to security threat group offenders to support the safe operation of prison facilities and prevent radicalization</li> </ul>
<b>Dynamic Security</b>	<ul style="list-style-type: none"> <li>A concept by which staff prioritize the creation and maintenance of everyday communication and interaction with offenders based on professional ethics; it aims at better understanding offenders and assessing the risks they pose and at ensuring safety, security, and good order</li> </ul>
<b>Intervention</b>	<ul style="list-style-type: none"> <li>Refers to any actions or activities that directly or indirectly contribute to the rehabilitation of violent extremists</li> </ul>

Knowledge Survey

المسح المعرفي



## Security Threat Group Management Knowledge Survey

1. A security threat group is any group of individuals that may have a common name and identifying sign or symbol and whose members engage in activities that include:
  - a. Planning, organizing, threatening, financing, or committing unlawful acts
  - b. Radical, extreme, anti-establishment views
  - c. Protesting, marching, and campaigning against law enforcement agencies
  - d. Writing anti-establishment graffiti on fences and buildings
2. The four main types of security threat groups are organized criminals, gangs, non-affiliated groups, and:
  - a. Drug dealers
  - b. Arsonists
  - c. Murderers
  - d. Terrorists
3. Major STG threats within the prison include:
  - a. Suicide or self-harm
  - b. Recruitment and radicalization
  - c. Violent visitors or family
  - d. Hunger strikes
4. STGs influence the correctional institutions by posing a threat to security, safety, society, and:
  - a. Rehabilitation
  - b. Visitors
  - c. Stability
  - d. Staff
5. A main reason that offenders join security threat groups is:
  - a. Boredom
  - b. Poor conditions in prisons
  - c. Chance to move to better prisons
  - d. Opportunity for better rehabilitation programs
6. A major component of consolidation of power is:
  - a. Stealing
  - b. Recruitment
  - c. Resistance
  - d. Contraband



7. The 5 types of risks examined during offender risk assessments are harm-related risk, order-related risk, security-related risk, crime-related risk, and:
  - a. Conflict-related risks
  - b. Defiance-related risks
  - c. Resistance-related risks
  - d. Reoffending-related risks
  
8. The 4 additional risks related to STGs are the offender's role within the organization, radicalizing others, maintaining operational command structures, and:
  - a. Plotting terrorist or criminal activities
  - b. Resisting authority of staff members
  - c. Challenging prison rules
  - d. Refusing to accept programs and interventions
  
9. The three levels within the violent extremist groups are leaders, members, and:
  - a. Acquaintances
  - b. Family
  - c. Associates
  - d. Contacts
  
10. Identifying, tracking, and monitoring affiliated STG offenders are 3 of the 5 steps in:
  - a. Laissez-Faire Management
  - b. Behavior-Based Management
  - c. Autocratic-Based Management
  - d. Security-Based Management
  
11. Provide graduated housing with increased programming/privileges (assuming initial classification was high-security housing) is a best practice in STG management.
  - a. True
  - b. False
  
12. Segregation in special prisons should be considered only for offenders who continue to present a high risk of committing violent extremist acts, recruiting others, and endangering the safety of others or the security of the institution.
  - a. True
  - b. False
  
13. The Step-Down Program is an incentive-based multi-step process designed for STG offenders who choose to:
  - a. Continue to present a high risk of committing violent extremist acts
  - b. Discontinue criminal activity but require structured activities/programming
  - c. Maintain or create operational command structures in prison
  - d. Recruit and radicalize other offenders in order to become more influential



14. The most important strategy for managing security threat groups is one that focuses on:
- Applying sanctions
  - Segregating STGs
  - Providing programs
  - Maintaining control
15. Measures that include reducing disorder by developing or strengthening relations between offenders and between staff and offenders are known as:
- Social control
  - Situational control
  - Hotspot control
  - Movement control
16. The responsibility of actively gathering security information and passing it to the security department belongs to:
- Special prison staff
  - Management
  - All prison staff
  - Intelligence officers
17. A healthy prison environment is the primary deterrent for radicalization.
- True
  - False

# Defining Security Threat Groups

## تحديد مجموعات التهديد الأمني



### Security Threat Group Background

**Purpose:** The purpose of this module is to provide an overview of how and why security threat groups form, how they affect security and safety in the prison, and how they impact public safety.

#### **Activities:**

- How Would You Manage? (20 min.)
- Targeting the Incentive (15 min.)
- How Could You Prevent? (20 min.)

**Estimated Time:** 4.5 hours

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**Definition: Security Threat Group**

Any **organization, club, association, or group** of individuals that may have a **common name** and **identifying sign or symbol**

...and whose members engage in activities that would include, but are not limited to...

*planning, organizing, threatening, financing, soliciting, committing, or attempting to commit unlawful acts or an act that would violate the institution's written instructions, which would **deduct from the safe orderly operations of prisons***



**Definition: Security Threat Group**

Security threat groups are criminal organizations within correctional facilities. The key words in this definition are **planning, organizing, threatening, financing, soliciting, committing, or attempting to commit unlawful acts** or acts that violate the facility's written instructions.

Correctional institutions in the U.S. have added the following description to their STG policy:

- Security threat groups are a group of offenders, designated by the commissioner, who may gather together regularly and informally. They possess common characteristics, interests, and goals distinguishing them from other offender populations. The group as a discrete entity poses a threat to the safety of the prison staff, other offenders, and the community. They also interrupt the safe, secure, and orderly operation of correctional facilities.

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**U.S. Definition: Security Threat Groups**

- An organized association of three or more individuals who collectively act in pursuit of mutual protection, criminal activity, and/or power projection
- Generally, these groups fall into four main types:
  - ✓ Criminal
  - ✓ Terrorist/violent extremist
  - ✓ Non-affiliated (based on regional identity, ethnicity, or ideology)
  - ✓ Gangs



**U.S. Definition: Security Threat Groups**

Over 25 percent of newly arriving offenders into the U.S. prisons are affiliated with a gang. Prison gangs are geographically and racially divided, but all are violent and present a threat to correctional staff, other offenders, and the community

The non-affiliated groups are known as cliques, a small group of people with established patterns of social interaction, similar social attitudes, social values, group loyalties, and mutual interests. If gangs are like criminal organizations, cliques are like a band of criminals but without clear leadership, direction, or structure.

Throughout Europe, the violent extremist prison population has grown substantially over the past decade. These extremists include more women and more far-right conspirators.

Europe also has more offenders convicted of terrorism-related offenses. Terrorists typically perceive themselves as soldiers in a just cause. Many view violence as a proper vehicle for achieving their ends. These perspectives and values carried into prison undermine order and discipline.

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## Discussion: Let's Hear from You

- Which groups concern you the most? The least?
- Would you add any other group to the four just discussed?
- How would you describe security threat groups in your prison or region?



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### Discussion: Let's Hear from You

Engage in these discussion questions so we can learn about your concerns.

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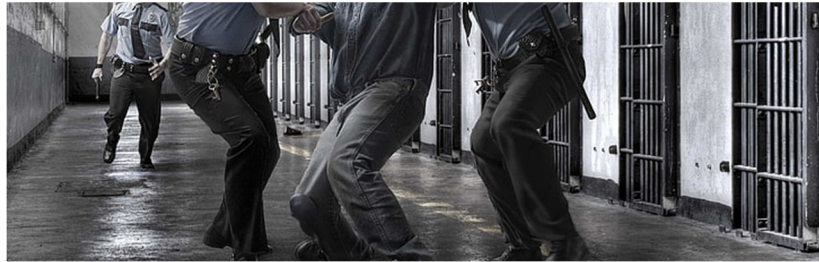
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### Risks Posed by Terrorists/Violent Extremists

- Typical behaviors in prison include:
  - ✓ Refusing to cooperate with prison authorities
  - ✓ Developing the movement's strategy and ideology
  - ✓ Mobilizing supporters
  - ✓ Participating in violent campaigns
  - ✓ Intimidating other offenders and staff



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#### Risks Posed by Terrorists/Violent Extremists

Many of the difficulties in managing terrorists in prison are caused by the fact that they do not see themselves as criminals.

Rather than quietly serving their sentence, many regard their time in prison as an opportunity to continue the struggle.

Typical behaviors include:

- **Refusing to cooperate with prison authorities.** Politically motivated offenders believe they have been incarcerated for their beliefs rather than their actions and that the process that led to their incarceration is illegitimate.
- **Developing the movement's strategy and ideology.** Unable to participate in operations and planning, imprisoned terrorists use their time in prison to develop their movements' strategy or ideology.
- **Mobilizing supporters.** Prisons can provide an environment from which to continue the confrontation with the state, especially by highlighting and/or exaggerating the kinds of grievances and injustices that fuel the movements' campaigns.
- **Participating in violent campaigns.** Terrorists consider contributing to their movements' violent campaigns to be their duty, one they will try to continue in prison.

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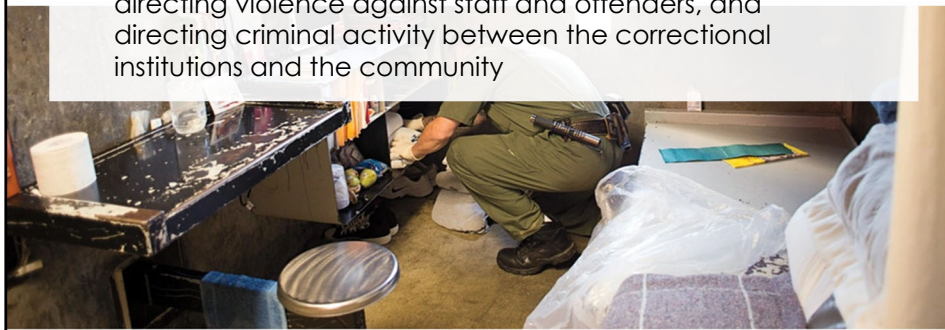
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## Gang Members

- Prison gangs use the prison system—and their control over life within it—as a key resource for organized criminal and political activity
- Gangs are responsible for criminal activities within the institution, to include trafficking of narcotics, committing or directing violence against staff and offenders, and directing criminal activity between the correctional institutions and the community



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### Gang Members

In a number of countries, a growing proportion of high-risk offenders are gang members; this segment of security threat groups is responsible for a high percentage of prison violence. The violence is mostly limited to acts of disrespect and internal discipline that is executed inside prison by use of mostly intimidation.

Similar to offenders convicted of terrorism-related offenses, the risk of gangs recruiting new members is high.

Violence is often required for gang membership, with many gangs requiring a violent act such as murder or assault to be performed against another offender to gain admission. Exiting gang members are injured or killed for what other gang members perceive as disloyalty to the gang.

Research in the United States found that almost 50 percent of gang members in prison were not affiliated with a gang when they entered prison.

Some gangs have expanded into large organizations operating in multiple prisons, where they order the day-to-day life of offenders under their jurisdiction. These gangs wield significant power outside prison, where they organize and tax street-level criminal activity.

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### Organized Crime

- Risks associated with offenders who are members of organized crime syndicates include:
  - ✓ Escape or escape attempts
  - ✓ Continuing to operate criminal activities within and outside the prison
  - ✓ Bringing drugs or other illegal items into the prison
  - ✓ Running an underground economy in the prison



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#### Organized Crime

In some cases, the highest risk that organized criminals pose is to the public because they continue to instigate criminal acts outside prison by passing on orders to their associates in the community.

In prison, there is significant overlap between gangs and criminal groups. These gangs may deal with or cooperate with international criminal organizations and drug cartels as a way to extend their global reach and increase power and profit. Gangs and criminal organizations that were traditionally enemies partner with each other or form temporary alliances. Types of crime include:

- Embezzlement
- Extortion
- Counterfeiting
- Loan Sharking
- Bribery
- Trafficking—human, drugs, weapons, and organ
- Racketeering
- Murder
- Organized begging rings

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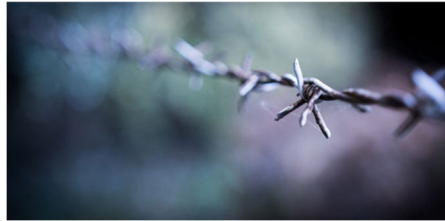
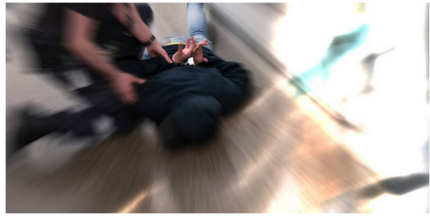
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### Risks Posed by STGs

Regardless of the size or type of groups, they negatively influence the safety and security of correctional institutions by posing a threat to:

- Security—risk of escape
- Safety—risk of safety of others
- Stability—risk to the order of the prison
- Society—risk of conducting criminal activity outside the prison



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### Risks Posed by STGs

- **Security** (risk of escape): Offenders who require comprehensive security measures to keep them in custody.
- **Safety** (risk to the safety of others): Offenders who show dangerous behavior toward prison staff or other offenders.
- **Stability** (risk to the order of the prison): Offenders who require a range of control measures to ensure their behavior complies with the rules of the prison.
- **Society** (risk of conducting criminal activity outside the prison): Offenders who direct activities related to organized crime, terrorism, drug trafficking, or the intimidation and corruption of witnesses, judiciary, lawyers, or jurors.

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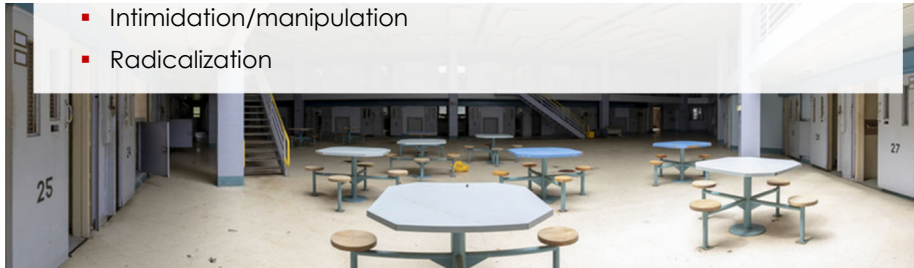
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## Impact of STGs on Prison Management

The threats include:

- Involvement in major incidents
- Distribution of contraband
- Higher rates of violence
- Increased racial, ethnic, inter-group tensions
- Undermining rehabilitative programming
- Intimidation/manipulation
- Radicalization



### Impact of STGs on Prison Management

STGs engage in criminal activities both within and outside the prison to achieve their goals.

Recruitment and radicalization are major STG threats within the prison.

Most cases of prison radicalization have involved some degree of socialization between regular offenders and extremists.

Radicalization is not always purely ideological in nature. Often, it is a pragmatic choice made in an unsafe and hostile environment. Many join merely for protection and to belong while serving their time.

The STG's main weapon is the group's ability to threaten or inflict violence.

If left uncontrolled and not effectively managed, these violent actions can lead to serious disruption and riots.

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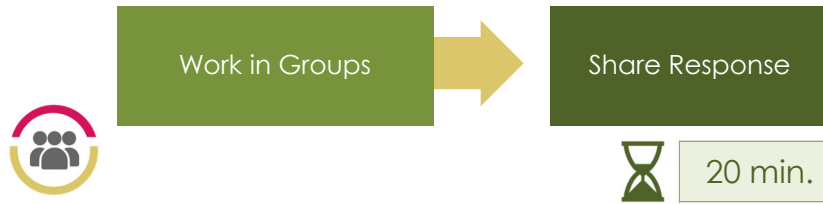
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### How Would You Manage?

**EXERCISE**

- Based on what you have learned so far, brainstorm within your group extra steps you would have to take to manage security threat groups in your prison
- Consider staffing, training, procedures, housing, programs, etc.
- Be creative but be aware that the goal is still to place all offenders in the least restrictive conditions



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#### How Would You Manage?

Duration	20 minutes
Purpose	The purpose of this activity is to brainstorm within your group and determine how best to manage security threat groups.
Materials	<ul style="list-style-type: none"> <li>• Flipchart</li> <li>• Markers</li> </ul>
Steps	<ol style="list-style-type: none"> <li>1. Work in small groups.</li> <li>2. Brainstorm ways in which you would manage security threat groups in your prison:                             <ul style="list-style-type: none"> <li>• Consider staffing, training, procedures, housing, programs, etc.</li> <li>• Consider human rights standards</li> </ul> </li> <li>3. Be prepared to share with the class and to ask probing questions of other groups.</li> <li>4. The purpose of this activity is to be as prepared as possible in the event you have members of security threat groups in your prison.</li> </ol>

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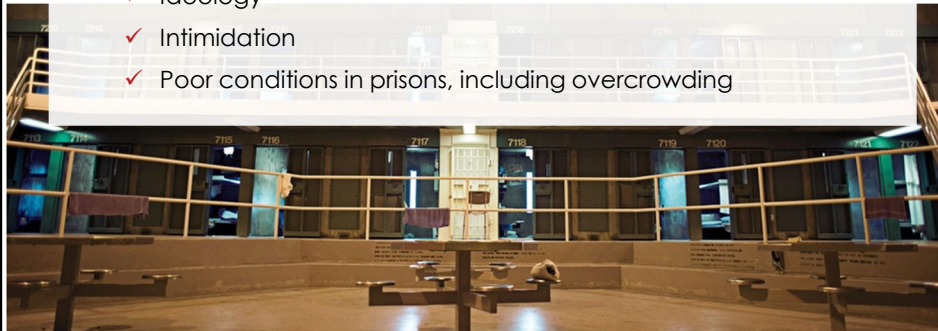






### Why Do STGs Form in Prison?

- Why offenders join security threat groups:
  - ✓ Protection
  - ✓ Identity
  - ✓ Status
  - ✓ Ideology
  - ✓ Intimidation
  - ✓ Poor conditions in prisons, including overcrowding



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#### Why Do STGs Form in Prison?

STGs provide members with a means to secure benefits or avoid potential victimization. They can form as a response to external conditions, for example:

- Prison overcrowding
- Government policy (e.g., targeted crackdowns)
- Protection from real or perceived threats from another group

STGs can also form as a result of weak social identification or lack of status, for example:

- Poor integration into the larger community (ethnic or economic segregation)
- Anti-government sentiment

STGs can form to secure additional economic benefits for members, including better cell/job assignments, access to contraband, etc.

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**Why Do STGs Form? Terrorists/Violent Extremists**

- Conditions that are conducive to radicalization (both inside and outside prison) include:
  - ✓ A sense of marginalization from society
  - ✓ Lack of a clear identity
  - ✓ Mental illness
  - ✓ Socially estranged
- Some are susceptible to radicalization because they want:
  - ✓ Political or social change
  - ✓ To make money
  - ✓ The excitement or gratification
  - ✓ Status, belonging, or meaning



**Why Do STGs Form? Terrorists/Violent Extremists**

Violent extremism and radicalization in prisons is of increasing concern to the international community.

Individuals who feel marginalized and experience discrimination are at a greater risk of radicalization. Offenders who identify with neither their heritage culture nor the culture they are living in feel marginalized and insignificant. They experience a loss of belonging and feelings of humiliation, shame, hopelessness, and anger.

Experiences of discrimination may lead to greater support for radicalism, which promises a sense of meaning and life purpose.

No single reason explains why some people become radicalized; however, it often happens when someone is trying to fill a deep personal need. For example, a person may feel alone or lack meaning and purpose in life. Some people also become violent extremists because they disagree with government policy, hate certain types of people, do not feel valued or appreciated by society, or think they have limited chances to succeed.

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### Why Do STGs Form? Prison Gangs

- Race and ethnicity matters to all prison gangs
- Motivated by a desire to make money and be at the top of an institution's offender power structure, prison gangs exploit the inherent weaknesses resulting from overcrowded, understaffed prisons



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#### Why Do STGs Form/Prison Gangs

Geographic proximity is the great social sorter for street gangs; it is race and ethnicity for prison gangs. Nearly all prison gangs comprise a single race or ethnicity.

Many offenders see gang membership as a source of safety in a dangerous environment; others see it as a means for economic gain. Still others join as a way to gain status within the prison.

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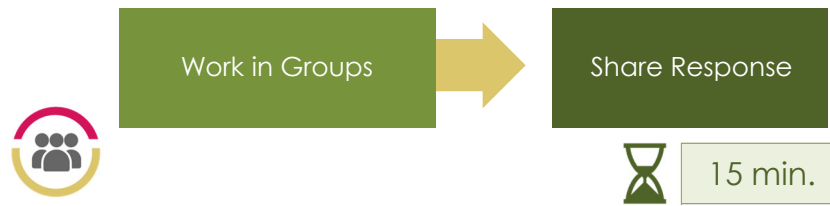
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### Targeting the Incentive

**EXERCISE**

- Assuming you could create the perfect prison environment that was not conducive to radicalization, what would it look like?
- Be creative



Targeting the Incentive	
Duration	15 minutes
Purpose	The purpose of this activity is to brainstorm within your group ways in which you would create a prison environment that was not conducive to radicalization or gang membership.
Materials	<ul style="list-style-type: none"> <li>• Flipchart</li> <li>• Markers</li> </ul>
Steps	<ol style="list-style-type: none"> <li>1. Work in small groups.</li> <li>2. Brainstorm ways in which you would create a prison environment that was not conducive to radicalization or gang membership. (For this exercise, assume that you have all resources—including staff, training, space, etc.—you would need.)</li> <li>3. Describe what the environment would be like. Be specific.</li> <li>4. Be prepared to share.</li> </ol>

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### Targeting the Incentive

#### REGROUP

What would the perfect prison environment look like?

What could you do to prevent offenders from becoming susceptible to radicalization?



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#### Targeting the Incentive?

Regroup from the previous activity and discuss the responses as a group.

#### NOTES

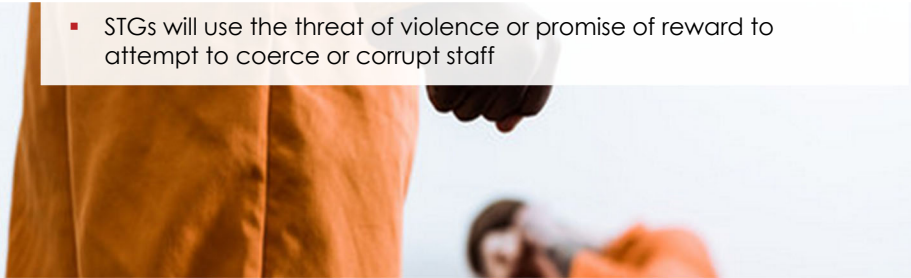
Horizontal lines for taking notes.





### How STGs Form

- The more members an STG has, the safer those members will feel and the more power the group will be able to exert
- STGs are aggressive in their recruitment efforts
- Recruitment is a major component of consolidation of power.
- Inside the prison, the larger STGs can compete with existing power structures (staff)
- STGs will use the threat of violence or promise of reward to attempt to coerce or corrupt staff



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### How STGs Form

STGs form and expand through face-to-face interactions between offenders.

These interactions allow STGs to propagate within the prison and to extend their reach to other prisons via offender transfers, subsequent incarcerations, etc.

The more members an STG has, the more power it is able to project. Many STGs have thousands of members spread throughout prisons.

STGs may form on the street and consolidate power inside the prison. Conversely, prison STGs may extend their control over smaller street-based gangs through alliances and turf-sharing agreements, or by offering protection against other larger gangs.

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## STG Influence Outside Prison

- Outside the prison, STGs provide structure, protection, and a sense of community
- Prison STG leaders may direct the activities of members on the outside through letters, phone calls, or messages passed during visitation



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### STG Influence Outside Prison

Members on the outside know that they will be protected by the STG once incarcerated, so the threat of incarceration is not as severe.

Prison STGs can also provide ready markets for contraband produced or secured outside. This will drive the activities of street-level members and other affiliate gangs.

For example, the U.S. Aryan Brotherhood prison gang partnered with the Mexican Mafia street gang to facilitate the movement of drugs and other contraband into prisons for distribution by Aryan Brotherhood offenders.

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### STG Influence in Prison

- STG members view prison sentences as opportunities, not punishments
- Incarceration allows STGs to more closely coordinate their activities both within and outside the prison system
- This proximity helps prison STGs consolidate and propagate their power
- STGs will use the threat of violence to establish control



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#### STG Influence in Prison

STGs—whether terrorists, violent extremists, or gang members—view their prison sentences as opportunities to plan and recruit. They have been known to deliberately commit a crime for the “opportunity” to expand their membership.

For example, in the U.S., a gang member from one state planned its expansion into a neighboring state’s prison system by assaulting a law enforcement officer in that state so he could begin recruiting efforts once incarcerated.

Gangs try to control their prison environment through intimidation and violence directed toward non-members.

Terrorists have developed multiple plots and recruited “regular” offenders to participate. In some cases, their imprisonment allows them to meet like-minded extremists, share ideas, develop expertise, and create connections that would not have otherwise existed. Violent extremists have found recruiting offenders easier than recruiting someone who has never committed a crime.

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## Characteristics of STGs

### خصائص مجموعات التهديد الأمني

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### Characteristics of an STG

- Regardless of category, STGs share certain characteristics
  - ✓ Shared identity (race, ethnicity, religion, geography, ideology)
  - ✓ Entry requirements
  - ✓ Rules for conduct once admitted
  - ✓ Leadership structure
  - ✓ Regularly scheduled meetings
  - ✓ Common identifiers
  - ✓ Mutual protection for members
  - ✓ Control over members
  - ✓ Capitalize on the reality that an individual is vulnerable, while a group is not
  - ✓ Promote “us” vs “them” mentality



#### Characteristics of an STG

Building familiarity with these characteristics can help prison staff effectively identify and manage the STG threat.

- Shared identity—race, ethnicity, religion, geography, ideology
- Entry requirements—e.g., blood in/blood out
- Rules for conduct once admitted—internal discipline standards, etc.
- Leadership structure—strict hierarchy, relatively flat, or independent at each prison
- Regularly scheduled meetings
- Common identifiers—tattoos, common standards of dress, colors utilized, etc.
- Mutual protection for members
- Engage in activities for profit—e.g., drugs, control of turf, smuggling phones or controlling phone access, commissary, laundry, card tables, controlling access to televisions)
- Capitalize on the reality that an individual is vulnerable, while a group is not
- Enforce an “us” versus “them” mentality

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### How STGs Communicate and Coordinate

- Face-to-face interactions
- Ask a non-member offender to contact a specific party
- Use codes or ciphers to obscure content
- Use trusted intermediaries
- A variety of written strategies, including:
  - ✓ Kites
  - ✓ Dead drops
  - ✓ Knock/tap codes



#### How STGs Communicate and Coordinate

Communication with the outside world is generally carried out through trusted intermediaries, including family members or attorneys.

STGs employ codes or ciphers to obscure content in their communication. Each group will have its preferred technique or cipher—e.g., simple code phrases in a letter may disguise instructions being passed to outside parties, such as: “That tooth is starting to hurt” may translate to “Go assault (target).”

Within the prison, STG offenders may not always be able to meet face-to-face. In these circumstances, they may resort to a variety of written strategies, including:

- Kites—small folded notes attached to a long piece of string used to swing the note into a neighboring cell
- Dead drops—messages left in or written on a location accessible to offenders
- Knock/tap codes—used to communicate near-silently between adjacent cells. Offenders tap a sequence of quiet knocks on the wall, cell bars, or plumbing pipes; each knock sequence corresponds to a location on a pre-determined grid of letters (e.g., 4-2 may point to the grid location for the letter “l”).

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### Manipulation and Intimidation

- Another significant challenge to the safe operations of prisons is the extent to which security threat groups try to compromise, manipulate, or intimidate staff members



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#### Manipulation and Intimidation

Security threat groups take extreme measures to threaten, intimidate, or otherwise coerce a staff member into doing something illegal.

Tactics include testing or gathering information about a staff member's likes and dislikes, strengths and weaknesses, tendency toward leniency and gullibility, or anything else that points toward susceptibility to manipulation. A gang will launch an organized attempt to compel staff to undertake a course of action favorable to it based upon a shared ethnicity or religion.

Some prison staff have been bribed to help smuggle in contraband or to allow it to be smuggled in.

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## Discussion: Why Do We Need to Know

- Why do we need to know:
  - ✓ How security threat groups form?
  - ✓ Why security threat groups form?
  - ✓ The characteristics of security threat groups?
  - ✓ How security threat groups communicate?
- What is the next step?



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### Discussion: Why Do We Need to Know?

Engage in the discussion questions in the slide. Brainstorming and reflecting on the answers will help you in the next module as we begin to discuss managing security threat groups.

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## Discussion: Let's Hear from You

- Which groups concern you the most? The least?
- Would you add any other group to the four just discussed?
- How would you describe security threat groups in your prison or region?



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### Discussion: Let's Hear from You

Engage in these discussion questions so we can learn about your concerns.

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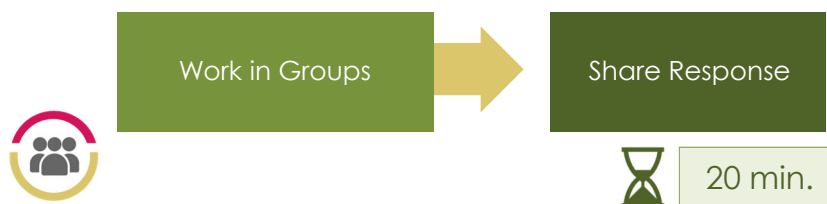
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## How Can You Prevent Manipulation/Intimidation?

### EXERCISE

- Assume that you have a powerful security threat group with many members in your prison.
- A number of members have been trying to intimidate some of your staff and manipulate other members of your staff.
- Determine all the steps you would take to protect staff from intimidation/manipulation. Be specific.



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### How Could You Prevent Intimidation/Manipulation?

Duration	20 minutes
Purpose	The purpose of this activity is to brainstorm ways in which you can protect staff from intimidation/manipulation.
Materials	<ul style="list-style-type: none"> <li>• Flipchart</li> <li>• Markers</li> </ul>
Steps	<ol style="list-style-type: none"> <li>1. Work in small groups.</li> <li>2. Brainstorm steps you can take to protect staff from intimidation or manipulation by a powerful security threat group. Be specific.</li> <li>3. Be prepared to share with the class.</li> </ol>

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### How Could You Prevent?

**REGROUP**

1. Intimidation?
2. Manipulation?



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### What If You Didn't Have a Classification System?

Regroup from the previous activity and discuss the responses as a group.

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## SUMMARY

### Topics

- ✓ Security Threat Group Definitions
- ✓ Risks Posed by Security Threat Groups
- ✓ Why Offenders Join STGs
- ✓ How STGs Form
- ✓ Characteristics of STGs

### Knowledge Check

In your group, answer the following:

- What is the most important point you learned today?
- What point remains least clear to you?



### Summary

1. Review notes from previous session.
2. Work with your group to respond.

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# Managing Security Threat Groups

## مواجهة مجموعات التهديد الأمني



### Managing Security Threat Groups

**Purpose:** The purpose of this module is to provide best practices for identifying, validating, and managing security threat groups.

#### **Activities:**

- Validating Violent Extremists (15 min.)
- The Step-Down Process (30 min.)
- Training the Staff (15 min.)
- Being a Positive Role Model (10 min.)
- Focused Interventions (30 min.)

**Estimated Time:** 9 hours (2 days)

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### Learning Objectives



- Describe the 5 types of risks examined during offender risks assessments



- Explain the 4 additional risks for STGs



- Explain the 3 categories of violent extremists



- Describe the STG validation process

- Identify the 5 steps in behavior-based management of STGs

- Explain best practices in STG management



#### Learning Objectives

These learning objectives are the essential steps to reaching the goal of the course—understanding procedures and best practices for classifying offenders.

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**Risk Assessment**  
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### Risk Assessment

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- Risk refers to an offender's potential for:
  - ✓ Harm-related risk
  - ✓ Order-related risk
  - ✓ Security related risk
  - ✓ Reoffending-related risk
  - ✓ Crime-related risk



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**Risk Assessment**

The prevailing consideration in security risk assessments is the protection of the public. The following criteria is used to assess risks:

- Threat the offender may present to the community if she escaped
- Likelihood that the offender will try to escape
- History of attempting to escape
- Nature of the crime for which the offender was convicted
- Number and types of any previous offenses
- Potential threat to other offenders and staff
- Potential risk to the public via contacts with the outside world (e.g. offenders involved in organized crime syndicates or terrorist groups)

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### Additional Risks for STGs

- ✓ The offender's role within the organization (high or low level)
- ✓ Recruiting or radicalizing other offenders
- ✓ Maintaining or creating operational command structures in prison
- ✓ Plotting terrorist or criminal activities within or outside the prison



#### Additional Risks for STGs

Violent extremist offenders do not comprise a homogenous group. Some individuals in this group have not committed acts of violence and may never do so. Being radical does not mean that a person will conduct violent action.

Risk assessments are intended to provide an estimate of the risk presented by an individual, the nature of the risk, and the degree of seriousness of the risk.

Ascertaining their role and status within the organization is crucial to develop appropriate strategies for their categorization and allocation within the prison system.

Risks associated with offenders who are members of organized criminal organizations include:

- Continuing to operate criminal activities both inside and outside prison
- Bringing drugs or other illegal items into prison
- Running an underground economy in prisons
- Passing on orders to their associates in the community
- Compromising staff

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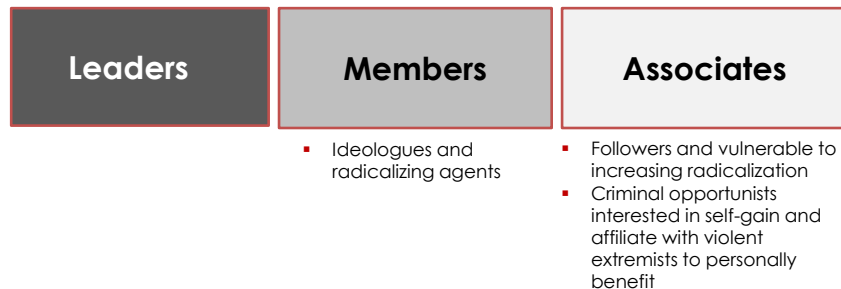
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## Identifying Violent Extremists

Violent extremists should be identified according to at least three categories:



### Identifying Violent Extremists

Risk assessments will identify specific violent extremism elements of concern, including elements pertaining to:

- Beliefs and attitudes (ideology-narrative)
- Social context and intention of the individual (includes family connections and groups with whom the individual is associated)
- Capacity in terms of background, training, and skills
- Propensity for violence
- Personal and ideological needs that are driving the violent extremism

Do not assume that all offenders convicted of terrorism-related offenses are committed to bringing about political or social change or fighting for a moral cause. Some embrace violence to make money. Others try to fulfill more intrinsic needs, such as the need for status or belonging.

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### Identifying Gang Members

- A security threat group coordinator interviews the offenders to identify potential gang members and determine whether they are one of the following:
  - ✓ Leader
  - ✓ Member
  - ✓ Associate
  - ✓ Suspect



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#### Identifying Gang Members

A **member** is any offender who, based on documented evidence, has been accepted into membership by a gang. This identification requires at least three independent source items with a value of 10 points or greater, coupled with intelligence indicative of a member. Validation of a member of an STG requires that at least one source item be a direct link to a current or former validated member or associate of the gang.

An **associate** is any offender who, based on documented evidence, is involved periodically or regularly with the members of a criminal gang. STG associate identification requires at least three independent source items with a value of 10 points or greater, coupled with intelligence indicative of an associate. Validation of an associate of an STG requires at least one source item be a direct link to a current or former validated member or associate of a gang.

A **suspect** is any offender who, based on documented evidence, is suspected of being involved in or assisting an STG in the commission of criminal gang behaviors. Suspects will require 2 or more points and would not be officially validated but tracked for intelligence purposes.

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### Validating Violent Extremists

#### EXERCISE

- Refer to the Worksheet: Risk Factors for STGs
- Use the worksheet to validate each of the offenders listed in the scenarios
- Determine whether the offender can be categorized as: leader, member, associate, or a non-STG



Validating Violent Extremists	
Duration	15 minutes
Purpose	The purpose of this activity is to categorize a number of simulated offenders according to the STG validation process.
Materials	<ul style="list-style-type: none"><li>• Flipchart</li><li>• Markers</li><li>• Risk Factors for STGs Worksheet</li></ul>
Steps	<ol style="list-style-type: none"><li>1. Work in small groups.</li><li>2. Using the Risk Factors for STGs Worksheet as a guide, determine risk factors for the simulated offenders listed in the scenarios.</li><li>3. Categorize each offender as leader, member, associate, or non-STG.</li><li>4. Be prepared to share with the class.</li></ol>

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### Validating Violent Extremists

**REGROUP**

- Leader
- Member
- Associate



#### Validating Violent Extremists

Regroup from the previous activity and discuss the responses as a group.

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**Needs Assessment**  
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## Needs Assessment

- Important differences exist between security threat groups and other criminals in terms of:
  - ✓ Personal needs
  - ✓ Motivations
  - ✓ Political and ideological perspectives
  - ✓ Grievances
  - ✓ Values
  - ✓ Attitudes
  - ✓ Personal characteristics



### Needs Assessment

As covered earlier, no single profile applies to violent extremists in terms of age, sex, educational achievements, upbringing, mental health, nationality, ethnicity, and background. Many are otherwise normal functioning individuals who have a commitment to an ideology and are willing to use violence to further their goals.

Many offenders come from stable families. Others do not. Some are highly trained professionals such as doctors and engineers; others have limited education. Some are leaders; others are followers or criminal opportunists.

Despite these differences, indicators can be constructed into a protocol to:

- Identify these individual characteristics
- Identify and describe the risks an individual presents
- Provide information that will assist in the management of violent offenders in the prison

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## STG Management Strategy

### استراتيجية جماعات التهديد الأمني

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### Behavior-Based Management of STGs



Identify affiliated STG offenders



Track STG offenders



Monitor their conduct



Take interdiction action



Apply sanctions when they are found to be involved in illicit or unlawful activity



#### Behavior-Based Management of STGs

A behavior-based STG management model will provide for STG behavior to be appropriately documented to ensure offenders are placed into the appropriate programs. Documentation may be in the form of disciplinary reports, counseling, confidential memorandums, and other sources documenting behaviors and intelligence gathered.

Staff use the disciplinary process to hold offenders accountable for alleged violations of departmental rules and regulations.

Best practices are for every offender to be served an Advisement of Expectations of the departmental policy related to STG involvement. The advisement explains the facility's STG policy to include consequences of STG involvement as well as support for those wishing to disavow the STG lifestyle.

Proof that the Advisement of Expectations was issued should be recorded and maintained in the offender's file.

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**Best Practices in STG Management**

- Provide graduated housing with increased programming/privileges (assuming initial classification was high-security housing)
- Enable offenders to engage in reintegration
- Support and educate offenders
- Prevent or reduce influence and violence
- Promote safe & efficient prison operations
- Weaken organization & communication through intelligence
- Curtail ability to participate in crimes beyond the boundaries of the institution
- Provide programs to promote social values & prepare for reintegration



**STG Management Strategy**

The following are best practices for managing STGs:

- Provide graduated housing with increased programming and privileges
- Enable offenders to engage in reintegration
- Support and educate offenders (provide opportunities for STG offenders to enhance their education, vocational skills, religious practices, and family ties)
- Prevent or reduce STG influence and violence
- Promote safe and efficient prison operations
- Weaken STG organization and communication through intelligence
- Curtail STG ability to participate in crimes beyond the boundaries of the institution by using transfers, restricted housing, communication monitoring, and discipline

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### Segregation in Special Prisons/Wings

- Separation or placement in high security prisons/wings should be considered only for offenders who present:
  - ✓ A persistent risk of planning, facilitating, or committing violent extremist acts
  - ✓ The risk of recruiting other offenders or staff to commit such acts
  - ✓ Assaultive, disruptive behavior toward staff and/or offenders
- Separation does not mean solitary confinement



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#### Segregation in Special Prisons/Wings

The separation or placement in high security prisons should be considered for those offenders whose conduct endangers the safety of others or the security of the institution; it is also for offenders who present a particular and persistent risk of planning, facilitating, or committing violent extremist acts or who represent the risk of recruiting other offenders or staff to commit such acts.

Separation does not refer to solitary confinement in any form. In accordance with human rights law, prison rules, and well documented psychological, emotional and physical negative effects, solitary confinement should not be an option for placement of violent extremist offenders.

The objective of separation of violent extremist offenders in specific prisons or wings is to monitor changes in their behavior and attitudes and implement targeted interventions that would allow them to return to the general prison community.

This return to the general prison community will facilitate adjustment to the future release after they have completed their prison term.

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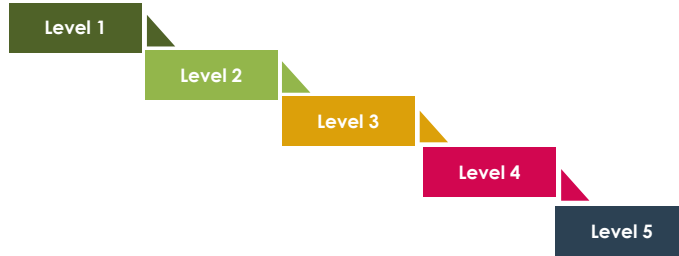
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### Step-Down Program

- Establishes an incentive-based multi-step process
- Assigns, transitions & monitors offenders who have demonstrated need for special strategies for their management
- Designed for STG offenders who choose to discontinue criminal activity but who require structured activities and programming
- Programming must be consistent and driven by the offender's behavior



#### **Step-Down Program**

The STG Step-Down Program is normally completed in five steps and provides a process for offenders engaged in STG behavior to demonstrate their ability to refrain from criminal behavior, preparing them for return to a general population.

The offender is responsible for demonstrating that she can be released to a less-restrictive environment and abstain from disruptive behavior.

The initial four steps are generally designed to be completed within 48 months. The fifth step, which consists of observation and monitoring of behavior within the general population, will normally be completed within 12 months following Step 4.

Each step will consist of programs and privileges that increase as the offender progresses through the program.

If the offender chooses not to progress through any step of the program, she will be returned to a previous step until she demonstrates a desire and behavior for movement into the next step.

#### **NOTES**

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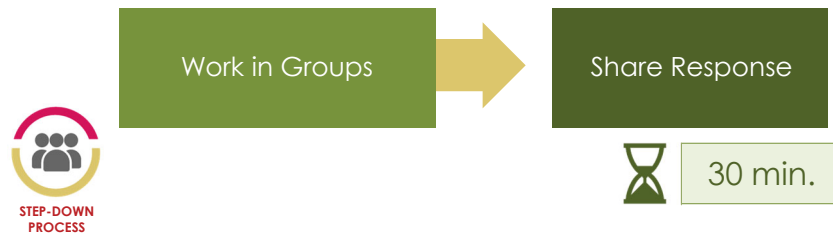
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### The Step-Down Process

**EXERCISE**

- Assume you have a 5-step program with level 1 being the most restrictive and level 5 being the least restrictive
- Use the worksheet to list privileges you would allow or restrictions you would impose (in each category) for each level based upon the offender's behavior



The Step-Down Process	
Duration	30 minutes
Purpose	The purpose of this activity is to brainstorm restrictions you would impose and privileges you would grant for each category listed for the 5-step step-down process.
Materials	<ul style="list-style-type: none"> <li>• Flipchart</li> <li>• Markers</li> <li>• Step-Down Process Worksheet</li> </ul>
Steps	<ol style="list-style-type: none"> <li>1. Work in small groups.</li> <li>2. Refer to the Worksheet: Step-Down Process.</li> <li>3. Determine restrictions you would impose and privileges you would grant for each category listed for each step of the step-down process.</li> <li>4. Write you restrictions/privileges for each row and column listed in the worksheets.</li> <li>5. Be prepared to share with the class.</li> </ol>

**NOTES**

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### The Step-Down Process

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**The Step-Down Process**

Regroup from the previous activity and discuss the responses as a group.

**NOTES**

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### Control Strategies

- The following strategies contribute to achieving well-ordered prisons when dealing with violent extremists
  - ✓ Situational control
  - ✓ Social control
  - ✓ Hotspots control



#### **Control Strategy**

Control is routines and a variety of formal and informal practices that assist in the maintenance of order.

A number of broad strategies can be deployed when managing security threat groups that contribute to achieving well-ordered prisons. The most important is focusing on maintaining control.

**Situational control** methods reduce the opportunity for disorder to occur. Situational measures refer to the use of locks, bars, and security lighting for example as well as surveillance, which includes cameras, staff observations, and watch towers to harden targets and reduce opportunities to undermine control.

**Social control** measures include reducing disorder by developing or strengthening social relations between offenders and between staff and offenders.

**Control hotspots:** Even prisons holding only high-risk offenders have certain hotspots for trouble—i.e., times and places where a prevalence of critical situations occurs because of some conjunction between persons and circumstances, such as food service, recreation yards, religious services, common areas in housing units, and work details.

#### NOTES

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## Discussion: Movement Control

- Movement control procedures should be put in place so that offender movements are assessed for risks and clearly recorded and controlled from a central point
- Name some procedures that should be in place



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### Movement Control

Controlled movement is a system in which a 5-minute movement period is used for offenders to move from place to place at the top (or bottom) of each hour. The offenders are searched in and out, metal detected, and locked back in place in the arrival destination.

Offenders get searched departing and arriving in high-security venues. Metal detectors are also placed at each location entrance. At a Max security prison, there is no open movement. Each offender is moved with 3 staff escorts and in restraints.

The purpose of controlled movement is to ensure compartmentalization of offenders should an incident occur. This strategy prevents prison staff from losing control of any area other than the area affected by an incident, should it occur. In addition, prison staff have the ability to control the number of offenders moving at any given time.

### NOTES

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### Training the Staff

**EXERCISE**

- Create a list of all training you think should be provided to:
  - Groups 1 & 2: All staff who come in contact with STGs
  - Groups 3 & 4: Specialists (counselors, etc.) who work with STGs

Work in Groups

➔

Share Response

15 min.

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Training the Staff	
Duration	15 minutes
Purpose	The purpose of this activity is to think about training the staff who work with security threat groups should have.
Materials	<ul style="list-style-type: none"> <li>Flipchart</li> <li>Markers</li> </ul>
Steps	<ol style="list-style-type: none"> <li>1. Work in small groups.</li> <li>2. Create a list of all training you think should be provided to:                             <ul style="list-style-type: none"> <li>Groups 1 &amp; 2: All staff who come in contact with STGs</li> <li>Groups 3 &amp; 4: Specialists who work with STGs</li> </ul> </li> <li>3. Be prepared to share with the class.</li> </ol>

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## Training the Staff

### REGROUP

- All staff who come in contact with STGs
- Specialists who work with STGs



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### Training the Staff

Regroup from the previous activity.

### NOTES

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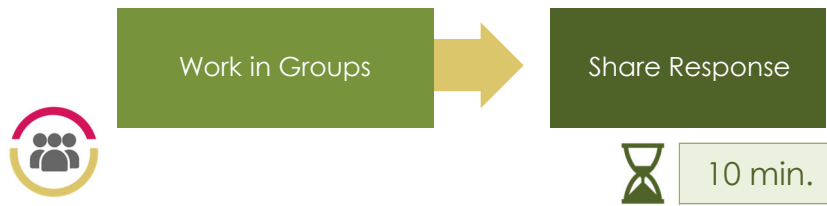




## Being a Positive Role Model

### EXERCISE

- Assume that your group is in charge of mentoring a newly hired staff member
- Think of words of advice you would give her to help her understand how to show respect and be a role model when dealing with violent offenders



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### Being A Positive Role Model

Duration	10 minutes
Purpose	The purpose of this activity is to think of ways in which staff can show respect and be a positive role model when dealing with violent extremist offenders.
Materials	<ul style="list-style-type: none"> <li>• Flipchart</li> <li>• Markers</li> </ul>
Steps	<ol style="list-style-type: none"> <li>1. Work in small groups.</li> <li>2. Assume that your group is in charge of mentoring a newly hired staff member.</li> <li>3. Write down words of advice you would give her in how she can show respect and be a positive role model for violent extremist offenders.</li> <li>4. Be prepared to share with the class.</li> </ol>

### NOTES

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## Being a Positive Role Model

### REGROUP

- Showing respect
- Being a role model



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### Being a Positive Role Model

Regroup from the previous activity and discuss the responses as a group.

### NOTES

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### Rehabilitation Interventions

- *Intervention* refers to actions or activities that directly or indirectly contribute to the disengagement/rehabilitation of violent extremists
- Interventions are most effective when embedded within a holistic approach that addresses the following issues:



Psychological



Social



Practical



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#### Rehabilitation Interventions

The term *intervention* refers to any actions or activities that directly or indirectly contribute to the rehabilitation of violent extremists.

The emphasis is on interventions that require personal change in the offender, such as her actions, beliefs, identity, and relationships.

Interventions may range from targeted programs to more general activities (such as education, employment, or occupational activities).

Interventions may vary depending on a multitude of factors, including the extent to which they are delivered to purposefully address extremist offending, the time span over which they are delivered, who delivers the interventions, how they are delivered, and their intended aims and outcomes.

Interventions are most effective when they are embedded and delivered within a holistic approach that addresses psychological, social (including familial), and practical issues associated with effective disengagement and reintegration efforts.

#### NOTES

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### Focused Interventions

#### REGROUP

- Psychological
- Social
- Practical



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#### Focused Interventions

Regroup from the previous activity.

#### NOTES

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### SUMMARY

Topics

- ✓ Risk Assessment
- ✓ Needs Assessment
- ✓ STG Management Strategy
- ✓ Creating a Healthy Environment
- ✓ Interventions

Knowledge Check



In your group, answer the following:

- What is the most important point you learned today?
- What point remains least clear to you?



### Summary

1. Review notes from previous session.
2. Work with your group to respond.

### NOTES

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Course Evaluation

تقييم الدورة

# COURSE EVALUATION

## ANONYMOUS FEEDBACK

Please take a moment to complete an evaluation of this training program. Your input is important and will help us improve future programs. Thank you!



**Course:** Prison Intelligence & Threat Groups Management  
(General Academy)

**Date:** \_\_\_\_\_

1 Rate each aspect of the training: (circle rating)	Strongly disagree	Disagree	Neither	Agree	Strongly agree
a. I understood the training content and concepts.	1	2	3	4	5
b. The training was engaging and relevant to me.	1	2	3	4	5
c. I will be able to apply what I learned at my job.	1	2	3	4	5
d. The training program met my expectations.	1	2	3	4	5

**2** What did you find particularly valuable?

**3** What did you wish to receive but did not?

6 Rate the instructional methods used: (circle rating)	Poor	Not bad	Average	Good	Excellent
a. Presentations (lecture, demonstration, slides)	1	2	3	4	5
b. Discussions and interactions (exercises, activities)	1	2	3	4	5
c. Teach-backs (instructional practice, coaching)	1	2	3	4	5
d. Resources (training tools, guides, job aids, media)	1	2	3	4	5

**7** What would you change or improve?

**8** What did you enjoy most?



# COURSE EVALUATION

9 Rate your experience with the instructors: (circle rating)	Strongly disagree	Disagree	Neither	Agree	Strongly agree
a. It was easy to understand the instructors.	1	2	3	4	5
b. The instructors encouraged my participation.	1	2	3	4	5
c. The instructors answered most of my questions.	1	2	3	4	5
d. The instructors contributed to my development.	1	2	3	4	5

10 Rate the language/translation services: (circle rating)	Poor	Not bad	Average	Good	Excellent
a. Translation of written materials (slides, forms)	1	2	3	4	5
b. Interpretation of instructors (lecture, directions)	1	2	3	4	5
c. Interpretation of interactions (discussions, activities)	1	2	3	4	5
d. Availability and access to interpreters	1	2	3	4	5

**Please circle the rating that best describes your overall experience.**

1	2	3	4	5
Poor	Acceptable	Average	Good	Excellent

## Additional Notes

Please provide any additional comments or suggestions.

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*Thank You and Congratulations!*