Video as a Tool in Institutional Analysis

We have included a description of SRA's attempt to assist Training School "X", by means of VTR, to restructure and clarify the school's program and goals. This account consists of: (1) excerpts from the original summary of the project (2) a transcript from the institutional analysis VTR edit (3) why VTR? and (4) some proposed programs.

(1) Summary
Need assessment is a valuable training device. It offers possibilities for programming in many directions. First, it could be the basis for a concentrated training program directed to the management people at X. This should offer the opportunity for attitudinal development and improvement of organizational techniques. The emphasis would be the use of training as a means of approaching programming on a conceptual level rather than on a maintenance basis. Second, the training program would offer direct training on a departmental level to line staff such as youth supervisors, social workers, teachers, etc. A third and major training aspect of this program would be to establish a beginning thrust toward initiating a governance system among the young inmates at X. Their video taped responses indicated a high level of positive thinking which could be invaluable in the reorganization of the institution. Finally, this training program can be instituted at X initially and then be used for the other training schools provided by the Department of Juvenile Services. It will serve to clarify the primary objectives and purposes the Department must have when serving the juvenile offender in the State of Maryland. The training offers an opportunity for positive change with maximum input of staff/inmates and a chance to develop a guideline structure for training throughout all of the juvenile institutions run by the state.

Through the use of the video tape method both the implicit and explicit were revealed in the interviews. A clear need for unified programming was amplified, as well as a need for organizational restructuring. There is a definite and unanimous desire for change at X. The training program as designed would affect the top management of the institution, the line staff and all other management areas including the clerical-secretarial pool, maintenance staff and all other supportive services. It would also offer an opportunity for the young women inmates to learn training techniques.