

Action Planning

Your team will be developing an **ACTION PLAN** during this training program to organize your priorities and activities for when you return to your homes. The plan should focus on what your team sees as priorities in the areas of:

**LEADERSHIP
STATE LAW
POLICY
MANAGEMENT PRACTICES
OPERATIONAL PRACTICES
OFFENDER PROGRAMS AND SERVICES
TRAINING
INVESTIGATIVE POLICY AND PRACTICE
MEDIA RELATIONS
EXTERNAL ENVIRONMENT
INSTITUTIONAL OR AGENCY CULTURE**

LEADERSHIP

Does your executive staff recognize the importance of addressing sexual misconduct? Have key managers in both the central office and the field been made aware and/or trained on the importance of the issue? Has accountability been built into your policies, procedures and practices to ensure these managers monitor the issue and address problems?

How are wardens, management teams and operational managers selected? Does their leadership support the agency's mission, particularly as it is related to managing sexual misconduct?

Given your responses and feelings about the above questions describe your perception of the "leadership" challenge(s) as they exist in your agency.

What are some strategies for overcoming these problems? In discussing your possible solutions you may want to identify potential obstacles to these solutions and ways to "clear" these obstacles. Remember, be creative. Nearly everything is possible. These are opportunities and challenges, not problems! Please describe your potential solutions and strategies below.

STATE LAW

Does your state have statutes governing sexual misconduct? What are the sanctions? Are all staff and offenders aware of the law and have they received training regarding its existence and content? Is the law enforced? What is the level of cooperation with your prosecutor and/or attorney general? What strategies can you use to gain their buy-in and cooperation in prosecution?

AGENCY POLICY AND PROCEDURES

What agency policies relate directly, or indirectly, to prevent and investigate staff sexual misconduct?

Does your agency have a policy and procedure specifically defining and prohibiting sexual misconduct? Have you triaged your policies and procedures? As with the state law, have staff and offenders been made aware of the existence and content of agency policy? Is the policy enforced? Has departmental training been mandated and delivered? Describe the status of your agency's sexual misconduct policies and procedures.

MANAGEMENT PRACTICES

Environment and Communications Do agency practices provide continuous reinforcement to staff that encourages a safe, healthy work environment? Do policies and practices support or marginalize and/or exclude the staff from actively managing this issue? Is there open, two-way communication between line and supervisory staff? Does your agency's "chain of command" allow and encourage staff to report personal concerns before incidents happen without fear of retaliation?

Staffing Issues Are staffing patterns and expectations placed on staff realistic, or does staff work inordinate amounts of overtime? Is the physical plant designed to minimize or maximize staff isolation? Is adequate privacy provided for offenders?

What are some strategies to refine management practice challenges and issues?

OPERATIONAL PRACTICES

During this training program, consider day to day realities of your operations, both in the field and at the central office. How strong is the informal system that drives "how things really work" based on personalities, personal philosophies and personal agendas? Is there a system to ensure that new staff understands operational practices? Are staff and volunteers well trained on policy and procedure? How are grievances addressed? Do functional units within the organization communicate? How stable is the history of leadership and management that provides direction and guidance for operational practices? Please describe the status of your operational practices.

What are some strategies for overcoming challenges and issues relating to operational practices?

PROGRAMS AND SERVICES FOR OFFENDERS

Does your agency have adequate programs and services for offenders in terms of content and accessibility? Do these programs reinforce offender personal responsibility within the context of daily life at the facility as well as within the context of the program's goals and objectives? Do the programs facilitate healthy relationships within the facility? Do the programs have clearly articulated goals based on the latest research, or are they outdated?

What are some strategies for refining program service?

TRAINING

Is staff training adequate in terms of its content, frequency, accessibility and documentation? What is the philosophical message received during the training? Does this message match the agency's mission? Is staff "trained at" or "engaged"? Does real learning occur? Are "real issues" discussed, or are training sessions a dumping ground of information, rules, regulations and complaints? Are the trainers credible?

What are some strategies for refining training?

INVESTIGATIVE POLICY AND PROCEDURE

Are investigations into sexual misconduct perceived by both staff and inmates as professional and objective? Have the investigators received specialized training in conducting investigations? Do staff and offenders understand the basic procedures, particularly their role in the process? Is the agency seen as credible enough to investigate itself? Are the potential roles of the medical and mental health units clearly defined in the investigative process? Who reviews and closes the investigations?

What are some strategies for refining the agency's investigative policies and procedures, particularly as they relate to sexual misconduct?

MEDIA RELATIONS

Does your agency have adequate policies and procedures addressing media relations, particularly access by media? Does the designated spokesperson understand sexual misconduct issues well enough to speak for the department? Have the mid- to upper-level managers been trained to handle the media, if necessary?

What are some strategies for improving media relations?

THE EXTERNAL ENVIRONMENT

Has your agency conducted an "environmental scan" of its primary stakeholders, particularly those with an interest in the sexual misconduct issue? Are relationships with these groups positive? Are there positive relationships with their communities? In the event of an incident, will the community have confidence in the agency's ability to manage the situation?

What are some strategies for refining community relations?

INSTITUTIONAL OR AGENCY CULTURE

Is the general environment in the institution and/or office one that tolerates sexual harassment? Do staff and/or offenders feel marginalized? What are the predominant leadership and supervisory styles within the agency?

What are some strategies for refining the agency's environment and organizational culture?

FORMAT OF ACTION PLAN

As the training moves forward, issues will be identified each day. Your action plan is dynamic, evolving throughout the week.

To be useful, each item included in the plan of action must:

- Be specific and measurable;
- Have deadlines;
- Identify the person(s) who will be responsible for the activity;
- Identify the stake-holders who can help, or hinder, achievement of the objective;
- Prioritize each of the activities; and
- Identify any fiscal impacts for implementation and options for addressing any fiscal impacts.

To be useful, Action Plans should focus on the most urgent issues. You can develop a separate list of issues to be addressed when you return to your agency that are not "urgent." Too many action planning issues will discourage and scatter your efforts.

Through out this training program, you will be asked to take time to add notes to your plan of action.

SAMPLE Action Plan

Priority	Measurable Objective	Completion Date	Person(s) Responsible	Stake Holders	Fiscal Impact/Options
1	In progress is the implementation of the new policy surrounding sex assault cases now in draft form for final printing. Aggressive plans for all aspects dealing with major cases	9/03	Security Consultant under DEP-C	DIR/ADM/HEA LTH/ALL	Staff time
2	Contact legislative team to look at the laws surrounding correctional employees with DIR/AG. Make recommendations to determine if feasible	12/03	IA/Sec Consultant leg team	DIR/ADM	Unknown at this time
3	Training is essential but due to budget cuts not available out of state. Our training is going through growing pains. Will collaborate with local Police for joint training and tap forfeiture funds	1/04	IA DIR/AG's PD's	AG's	limited funds that are being tapped by all Law Enforcement
4	Policy and Procedures are being updated and written where none existed and edited where redundant or in conflict.	6/04	PSD employees, Security consultant	union	actually getting to it
5	Equipment update, e-cell block system tracking of inmates, to set up employee system similar, camera system in place	ongoing	contracts DIR/Sec Cons	all	Maintenance, repair, etc.

Action Plan

Priority	Measurable Objective	Completion Date	Person(s) Responsible	Stake Holders	Fiscal Impact/Options

TEAM REPORTS

Next Steps and Presentation Guide

As mentioned at the beginning of the week, your Team will give a brief presentation to the class on Thursday afternoon or Friday morning. This report will summarize your discussions and work sessions and describe how you plan to proceed when you return home.

As you prepare for your report, spend some time discussing your initial steps. You have spent a fair amount of time discussing the issues and developing strategies for improvement. The key question now is how will you implement these plans? What kinds of things will you do upon returning to the agency? Will briefings need to be prepared and presented? Will a policy and procedure review need to occur? Are their tasks regarding stakeholder identification and communications? What steps might be taken to develop positive community and media relations?

These "next steps" should begin to combine all of the strategies and plans you have been discussing into a comprehensive action plan. As you implement these plans you will need to clearly identify the tasks to be accomplished, who will be responsible for their completion and when they need to occur.

Thursday or Friday's Presentations - 20 Minutes of Fame!

Your 20 minute presentation can be organized in any manner the Team wishes. However, you should include the following:

1. A synopsis of your discussions and work through this week. What are the major issues? What strategies have you discussed to overcome some of your obstacles?
2. Comments on any process issues experienced by your Team as you worked through these issues.
3. A quick list of your *next steps*. How will you implement these plans when you return home?

Presentation Ideas The Team may give the presentation in any fashion. One member may give the entire presentation, or each Team member may participate. The staff will give specific instructions later in the week regarding the time to be allotted to each Team and the order in which the Teams will present their work. They will also act as timekeepers. The time allotted to each Team will be driven by the size of the class, but is generally between 10 and 20 minutes. Each presentation will be followed by a brief question, answer and feedback session. Teams are welcome to use chart-pad paper, markers, black transparencies, and other supplies to prepare their presentation materials. Teams should see the NIC Program Coordinator if they have questions about materials and supplies.