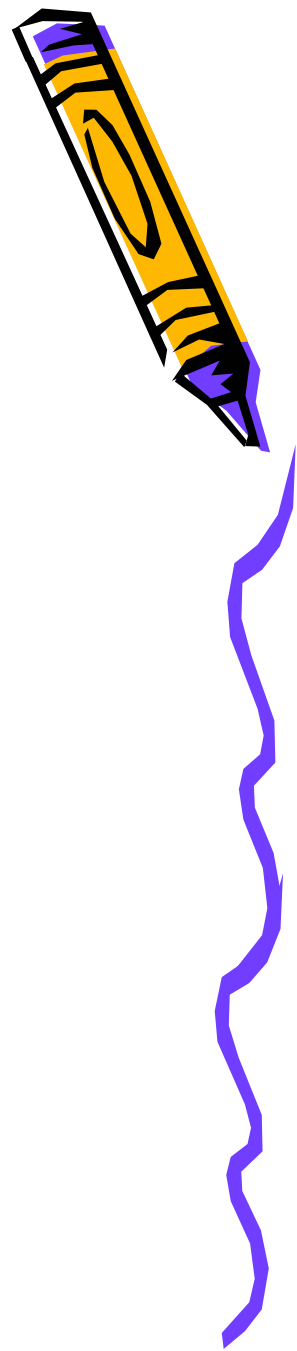




Policy Development

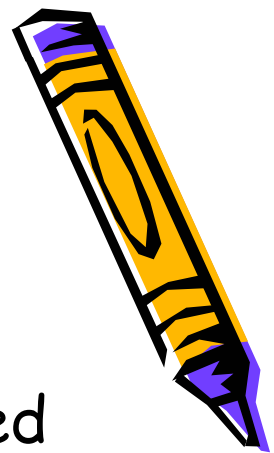
Objectives

- What makes a good policy?
- Definitions
- Challenges and dilemmas.
- Writing policy and procedure.
- Triage your agency's policies and procedures.
- When policy is effective



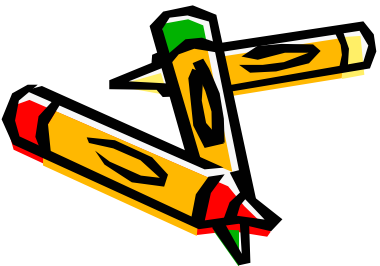
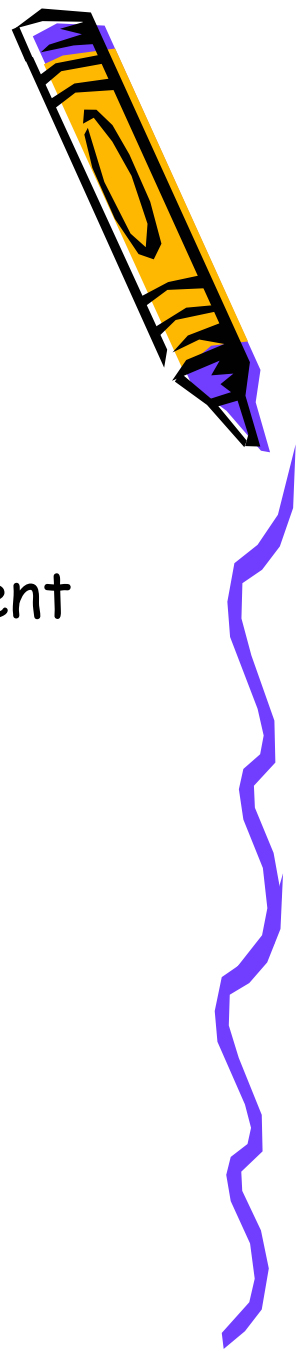
A Definition

- Any behavior or act of a sexual nature directed toward an offender by an employee, volunteer, visitor or agency representative (contractor). This includes acts or attempts to commit such acts as sexual assault, sexual abuse, sexual harassment, sexual contact, actions designed for the gratification of any party, conduct of a sexual nature or implication, obscenity and unreasonable invasion of privacy. Sexual misconduct also includes but is not limited to conversations or correspondence which suggests a romantic or sexual relationship between an offender and any party mentioned above.



And related definitions .

- Sexual assault
- "Consent"
- Sexual contact, sexual abuse, sexual harassment
- Sexualized work environment
- Hostile work environment
- Privacy of offenders
- Role of offenders' families
- Collateral contacts



What makes a good policy?

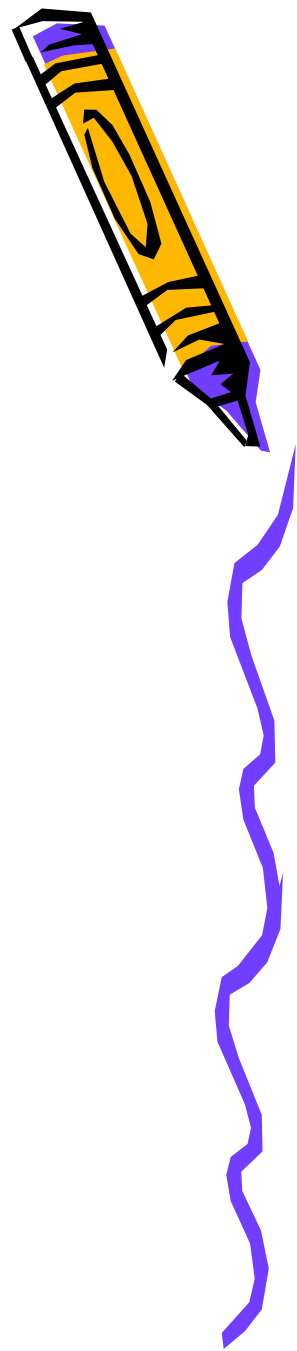


- Exists
 - Zero tolerance
 - Definitions
 - Multiple reporting points for employees and offenders
 - Operational procedures support zero tolerance
 - Strong investigative protocols
 - Employee training
 - Offender orientation

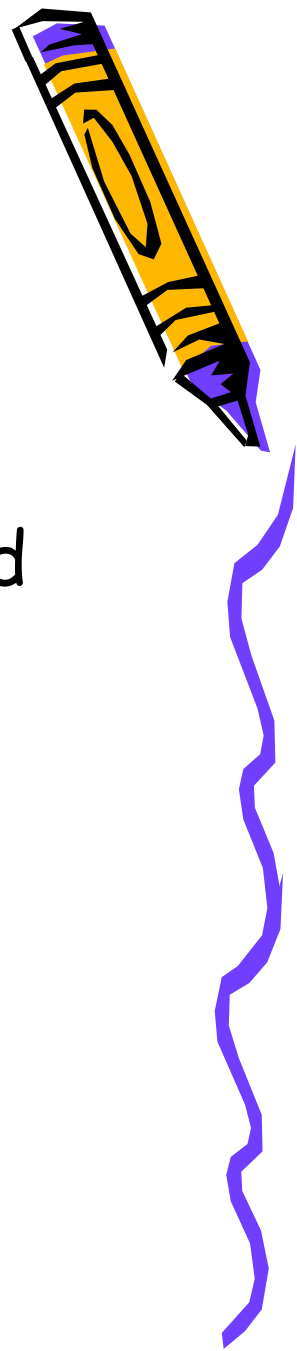


Other considerations:

- Remember - not just a "women's issue"
- Policy threaded
- Reviewed and updated (ACA model)
- Training is documented
- Agency culture is considered
- Consistent with state law
 - Makes up for deficiencies in the law



Other considerations, continued:

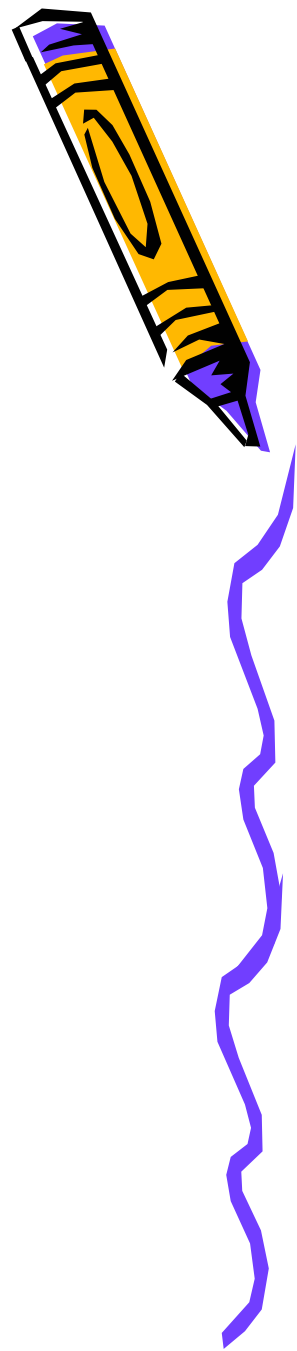


- Decisions about:
 - Mandatory reporting by employee and sanctions for not reporting
 - Offender sanctions for "malicious" reports
 - Reporting methods/routes



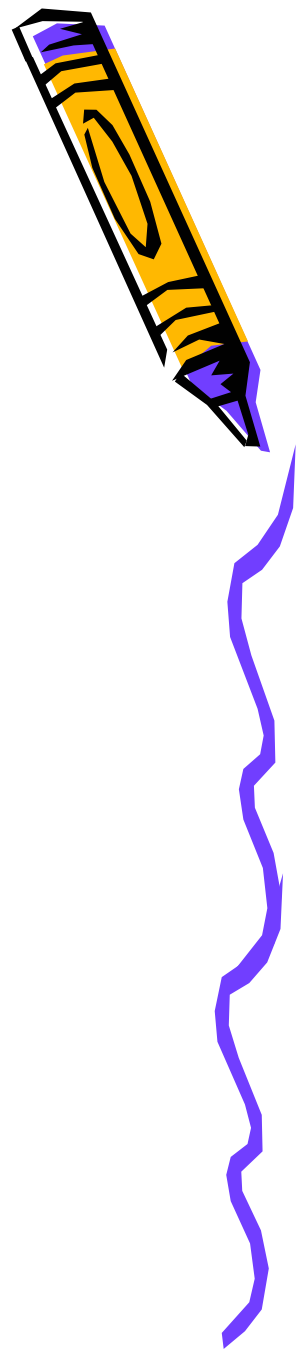
Challenges and Dilemmas

- Leadership
 - Role modeling behaviors and commitment
- Culture and history
 - Unions
 - Past attempts to address sensitive issues
- Procedures are in "synch" with policy
- Training

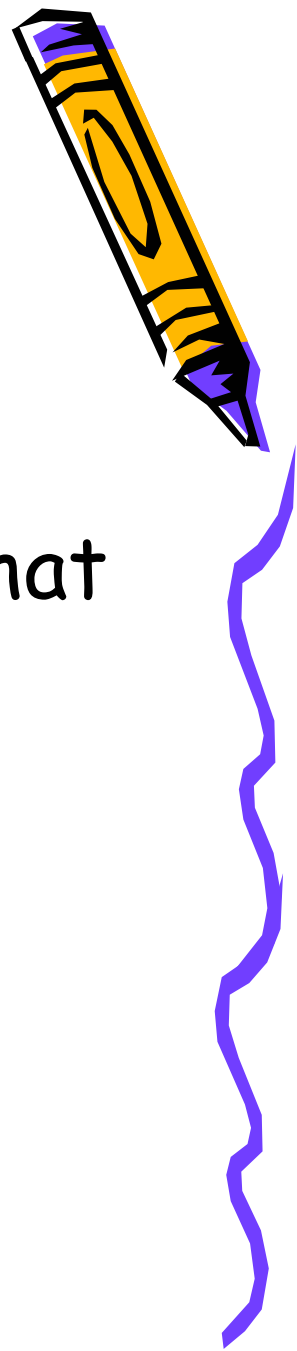


Challenges and Dilemmas, continued:

- Offender programming
 - Gender responsive
 - Inclusive
 - Equality and parity
- Investigative protocols/practices
 - Demystifying the internal affairs
 - Ability to conduct investigations



Triage Your Policies and Procedures

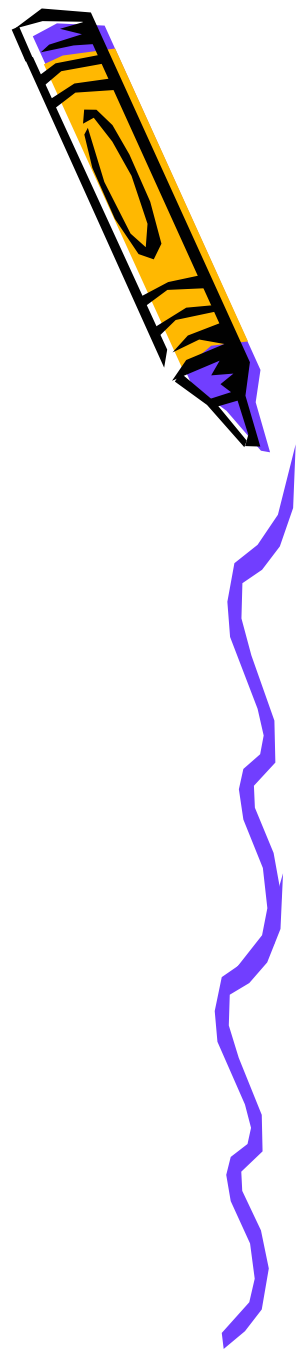


- Coverage of essential issues?
- Cultural or historical roadblocks that exist today
- Inclusion and commitment of stakeholders
- Accountability



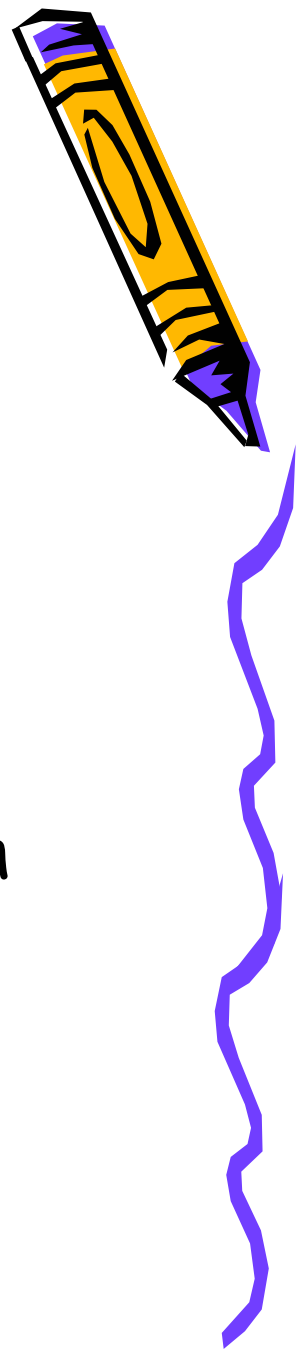
Triage, continued:

- Recordkeeping
- Effectiveness of policies and procedures
 - Job descriptions, post orders
 - Philosophical basis for p/p
- Value added from investigations

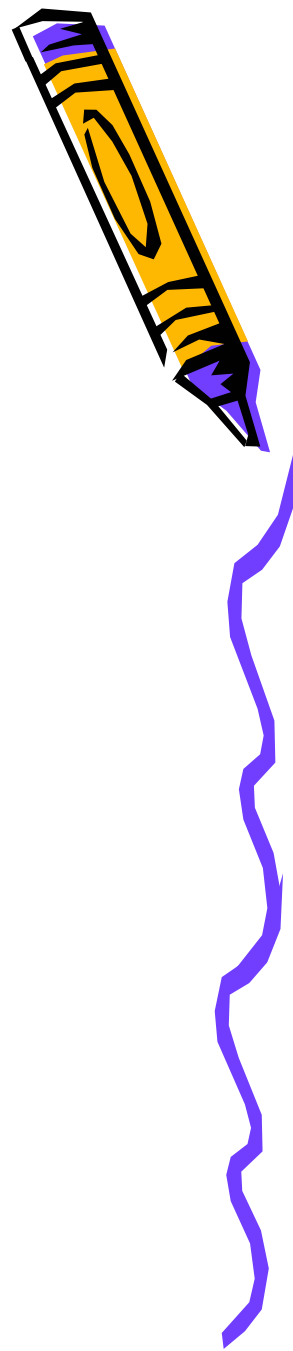


How do your employees know your agency's policy?

- Informal vs. formal "education" of new employees and offenders
- Do what we say, not what we do
- What exactly is "sex"?
- When policy and procedure do not mesh
- Corruption
 - Subcultures, cliques, code of silence



What makes policy effective?

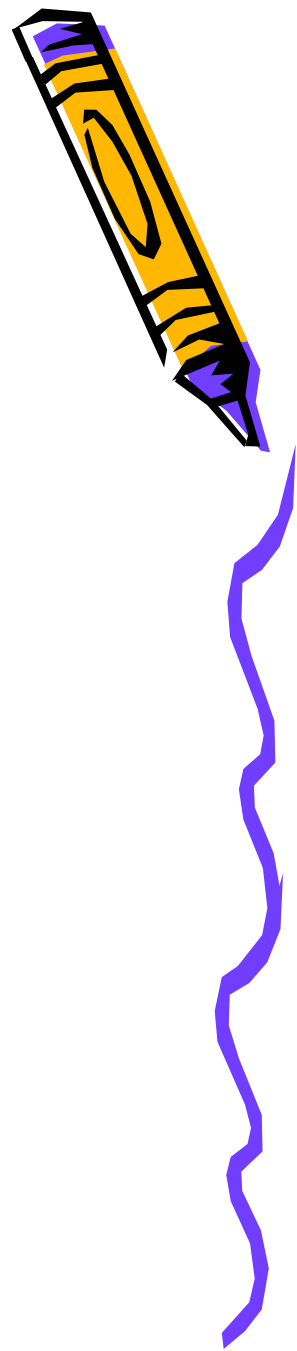


- Understood by employees, volunteers, offenders (can tell you policy)
- Role modeled by supervisors, managers
- Can be understood, realistic, guides employees
- Integrated into operations
- Aligns with state law
- Reporting occurs



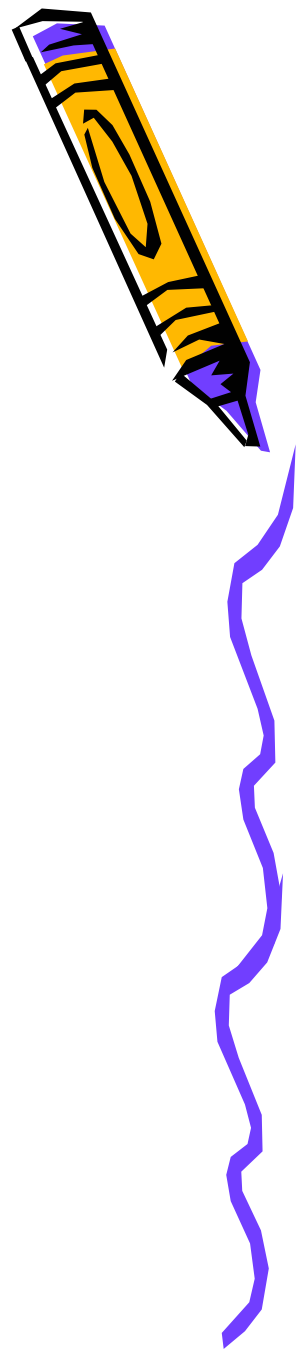
Effective?

- Investigations timely, professional
 - Conclusions reached
 - Employees cooperate
 - Disciplinary sanctions consistent
- Medical and mental health support
 - Employees and offenders
 - Employee assistance programs

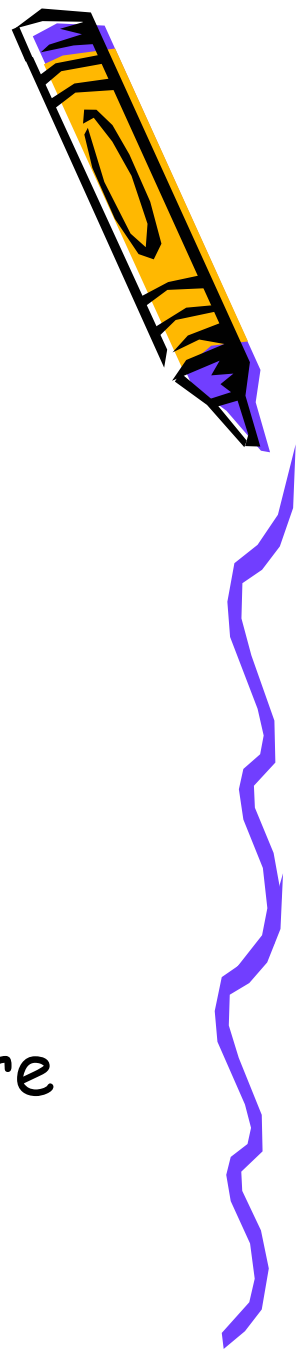


Effective?

- Messenger isn't killed
- Prepare for the inevitable
- Leadership understands and acknowledges the aftermath of allegations and investigations



What we have learned:

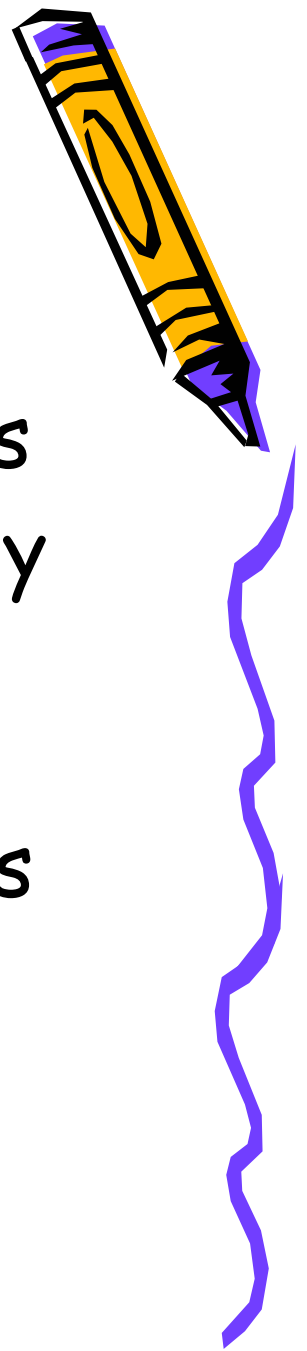


- Leadership "essential"
- Policy and procedure lacking or useless
- HR issues need work (hiring, exit interviews, EAP programs, aftermath management)
- Training (Employee, volunteers, contractors, etc.)
- Operations don't match policy/procedure



Summary

- Written policy exists w/definitions
- Operational practices follows policy
- Behavior and philosophy is role modeled
- Training is effective for employees and offenders
- Leadership audits and reviews



Resources

- Policy Development Guide for Sheriffs and Jail Administrators
- Policy Development Guide for Community Corrections Administrators
- Developing/Revising Detention Facility Policies and Procedures (NIC)

