

Action Planning

Your team will develop an **ACTION PLAN** during this training program. The purpose of Action Planning is to organize your priorities and activities for when you return to your work place. The plan should focus on what your team sees as priorities in the areas of:

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

LEADERSHIP

Do your agency leaders 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? 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 challenges? In discussing 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 for your particular work place? What is missing? What about contractors and volunteers? Are all employees and offenders aware of the law and have they received training regarding its

existence and content? Is the law used? If not, why? 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 employees 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 encouraging a safe, healthy work environment? Do policies and practices support or marginalize and/or exclude the employees from actively addressing this issue? Is there open, two-way communication between line and supervisory employees? Does your agency's "chain of command" allow and encourage employees to report personal concerns before incidents happen without fear of retaliation? Is the employee assistance program credible?

Staffing Issues Are staffing patterns and expectations placed on employees realistic, or do employees work inordinate amounts of overtime? In an institutional setting, is the physical plant designed to minimize or maximize employees' isolation? Is adequate privacy provided for offenders? In a community corrections setting, are field officers supervised on a regular basis; do supervisor know what officers are doing when they are out of the office?

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

OPERATIONAL PRACTICES

Do operational practices match policies and procedures? How strong is the informal system that drives "how things really work here" based on personalities, personal philosophies and personal agendas? Is there a system to ensure that new employees understand operational practices? Are employees and volunteers well trained on policy and procedure? How are employee 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? Would you recommend your work place to a close friend or relative?

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? Do the programs facilitate healthy relationships within the facility or in the supervision setting in the community? Do the programs have clearly articulated goals based on the latest research, or are they outdated? Are programs appropriately gender-responsive? Is parity vs. equity addressed?

What are some strategies for refining program service?

TRAINING

Is employee training adequate in terms of its content, frequency, accessibility and documentation? What is the philosophical message sent by the training? Does this message match the agency's mission? Are employees "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 of allegations of sexual misconduct perceived by both employees and offenders as professional and objective? Have the investigators received specialized training in conducting investigations? Do employees and offenders understand the basic procedures, particularly their role in the process? Is the agency seen as ethical 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? Is employee discipline consistent and fair?

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 agency? 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?

AGENCY CULTURE

Is the general environment in the institution and/or office one that tolerates sexual harassment? Do employees 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, each day issues will be identified. Your action plan is dynamic, evolving throughout the week.

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

- Prioritize each of the activities
- Be stated in specific and measurable terms;
- 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; and
- Identify any fiscal impacts for implementation and options for addressing fiscal impacts.

Focus your Action Plan 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." Inclusion of too many priority action planning issues will discourage and scatter your efforts.

SAMPLE Action Plan

Priority	Measurable Objective	Completion Date	Person(s) Responsible	Stake Holders	Fiscal Impact/Options
1	Revise policy regarding offender/staff relationships; send out for field review; revise; schedule policy update training; release policy	6/04 – 9/04	Policy Office (Jones)	Counsel, offender advocates, union, supervisors	None, policy currently undergoing revision
2	Change state statute to include community supervision	1/05	Secretary, union, advocacy groups	All employees, offenders, community,	Unknown at this time
3	Initiate offender orientation; revise inmate handbook, complete staff training, schedule training for offenders, train trainers, monitor post-training reactions; re-train as necessary; keep employees updated as a way to defuse their anxiety.	6/04	Superintendent, with help from: trainers, program staff, union liaison, employee representative	Offenders, employees, community	limited funds that are being tapped by all Law Enforcement
4	Align executive leadership/mid-managers to policies and procedures through orientation, training, setting of expectations.	7/04	Warden, training division, members of executive and mid-managers	Leadership of organization	Training materials; mileage.
5	Update contracting procedures to include definitions of, prohibitions against, and reporting requirements regarding sexual misconduct	ASAP	Contracting Division Chief (Smith)	All	None

Action Plan

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TEAM REPORTS

As mentioned at the beginning of the week, your Team will give a 20 minute presentation to the class on Thursday afternoon or Friday morning. All members of the Team are asked to participate in presenting the material. During your presentation the consultants will act as timekeepers. Each presentation will be followed by a brief question, answer and feedback session.

As you prepare for your report, spend time discussing your initial steps, issues and strategies to address these challenges. The key question now is how will you implement your 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 **MUST** include the following:

1. Summarize this week's discussions.
2. Identify YOUR organization's major challenge(s)?
3. Describe the biggest "AH HA" for your Team as you considered all the issues discussed during this week?
4. Review of your Action Plan.

Presentation Ideas Teams are asked to try and use the format below in order that it can be displayed during the presentation. Teams are welcome to use chart-pad paper, software, markers, and other supplies to prepare their presentation. Teams should see the NIC Program Coordinator if they have questions about materials and supplies.