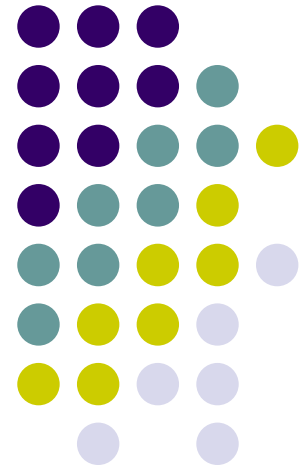


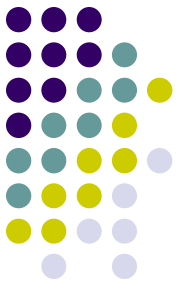
Agency/Institution Culture



Training Objectives:



- Identify why and how agency culture plays a role in misconduct
- Who is most vulnerable for involvement in Staff Sexual misconduct and what characteristics and experiences make them vulnerable.
- How agency culture affects the actions and perceptions of employees and offenders.
- Some Leadership Challenges



Agency/Institution Culture

- What is “culture” and why is it important?
- Red flags
- Dynamics of sexual misconduct
 - Abuse histories of inmates
- Sexualized Work Environment
- Code of Silence
- “New Eyes” on your agency’s culture and operations

Culture



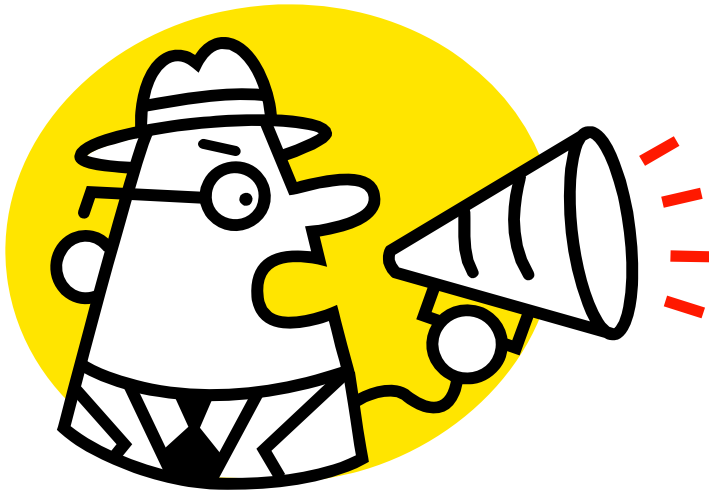
- What is culture?
- Is it good or bad?
- What are the elements of culture?
- Define your agency's culture?
- How does culture impact sexual misconduct?

Institutional Culture Defined



An Agency's culture is the sum total of the attitudes, beliefs, traditions, symbols, ceremonies and prejudices of current and past employees, the character of the surrounding Community and work environment, the history of the operations and the events in the institution and the personality ethics and leadership of the Past leaders.

Agency/Institution Culture



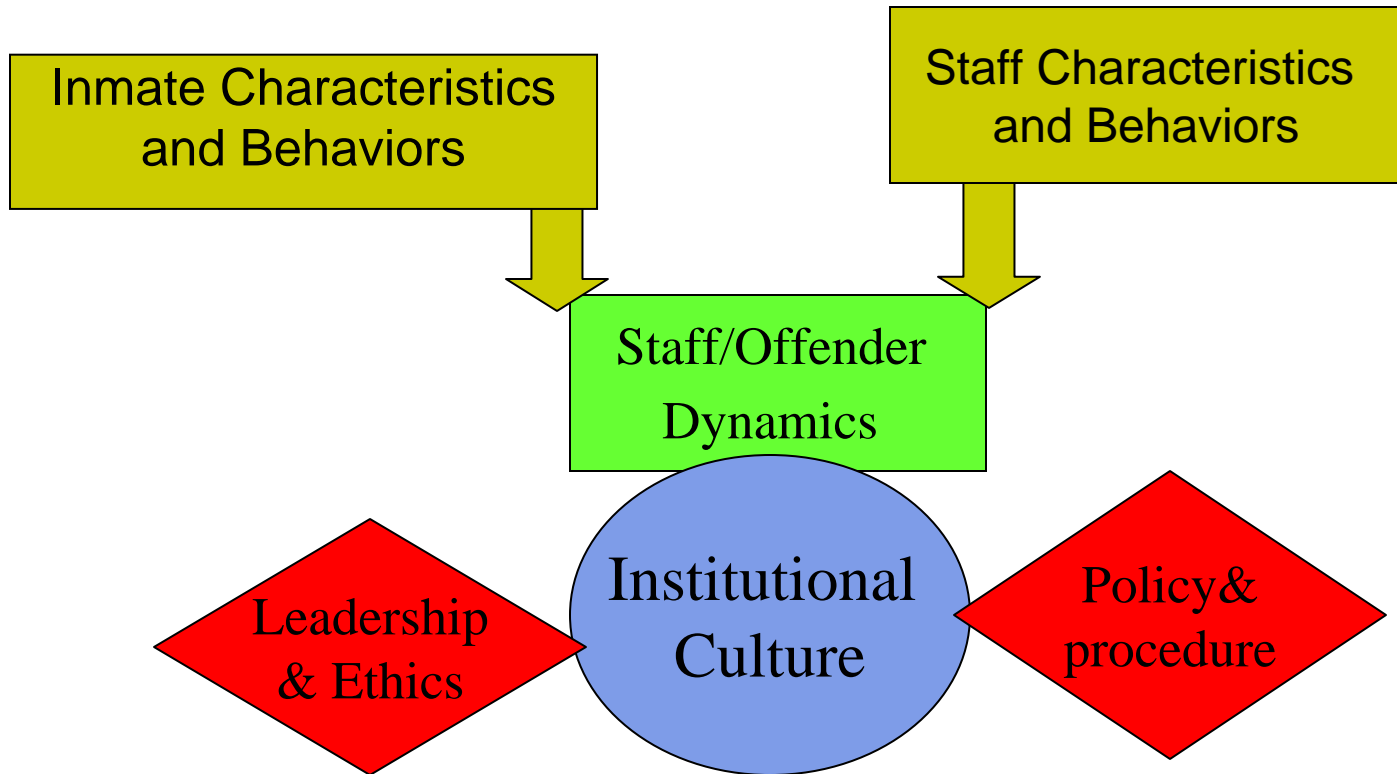
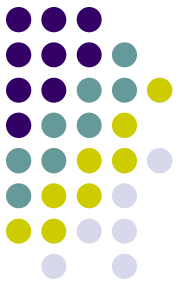
Culture can either help an agency embrace change, or it can defeat it. It is critical to observe and evaluate the aspects of the agency's culture which can directly affect the effectiveness of the leadership.

Components of Culture



- Leadership
- Quality of Work life
- Daily Operations
- Middle Management
- Professionalism
- Hiring and Promotional Processes
- Quality of First Line Supervision

Factors that Influence Institution Culture



Staff Characteristics



Bureau of Justice Statistics reports from *The Sourcebook of Criminal Justice Statistics 1998*:

- As of 1994 there were more than 620,000 persons working in the field of corrections
- Just as inmates bring with them the effects of experiences and traumas in their lives, so do staff.
- Staff & inmates bring their life experiences into the prison and these experiences influence staff/inmate interactions
- These experiences include age, race, sex, religion, education, culture, health, marital status, parents, death of family members, children, finances, job experience and family history.

Staff Characteristics



- Inmates who seek to establish a relationship with staff find many areas of common ground.
- How staff respond to the inmate's initiating dialog, or when staff begin to share personal information with inmates, can cross professional boundaries.
- The most recent statistical research discusses the prevalence of mental illness and extent of mental illness in the general population. The research more thoroughly reports on the prevalence of substance abuse in the working population in this country.

Staff Characteristics continued..

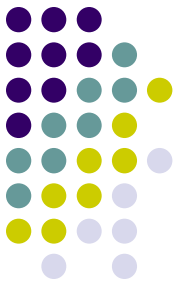
Workplace Data Drug and Alcohol Abuse



- 7.7% of workers reported current illicit drug use, with this figure remaining stable for the years 1994-1997, and certain occupations showing a higher rate of illicit drug use than others.
- 8% of workers reported current heavy alcohol use, with certain occupations showing higher rates than others
- Workers between 18-24 years were more likely to report illicit drug use than those 25-49
- In 1997, statistics indicated that the higher the educational level of the worker, the less likely they were to report current illicit drug use.

Staff Characteristics Continued...

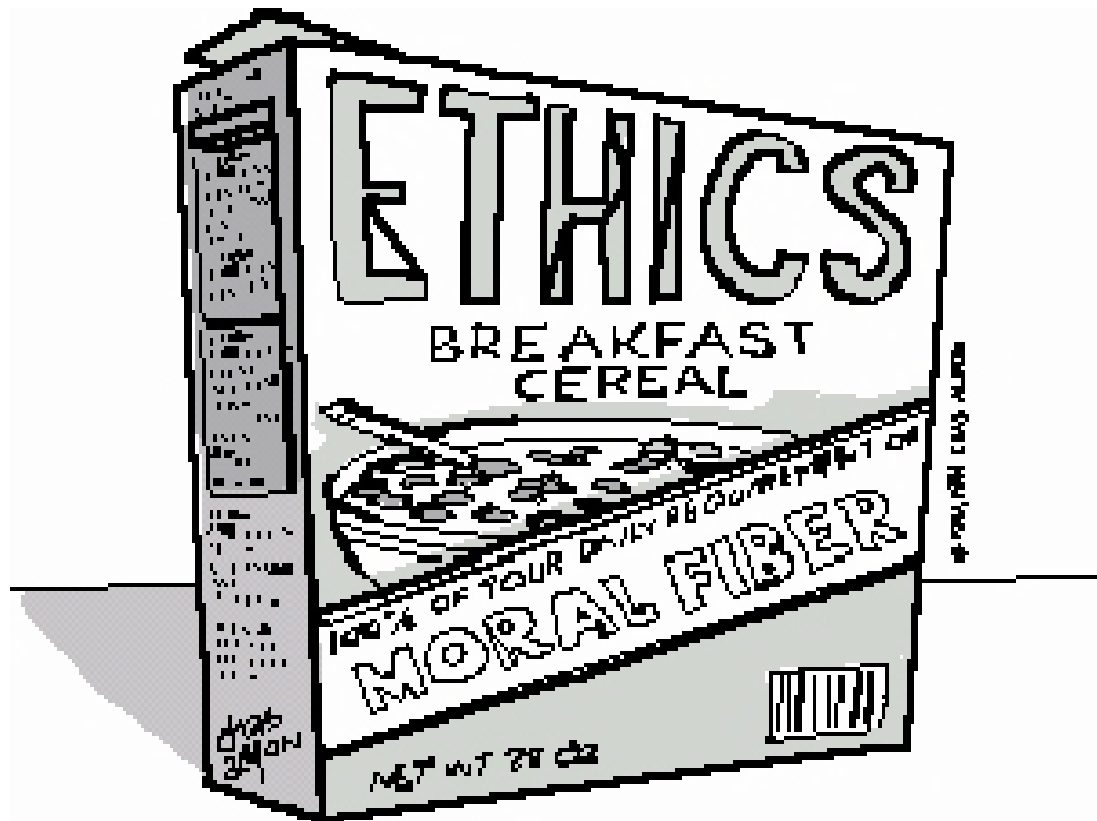
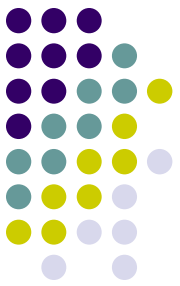
Mental Health Concerns



Surgeon General's 1999 Report reflects:

- Overall rate of 19% of the general adult population have some sort of mental disorder ranging from very mild to severe. While this rate is higher among inmates, those in the workforce share similar challenges to mental health issues.
- Recognizing the significance of this data is critical in developing both inmate and employee assistance programs. Also indicates that both staff & inmates may have a higher risk of involvement with misconduct as a result of mental & emotional challenges in their everyday lives.

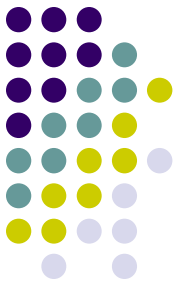
The Ethics Test



Ethics



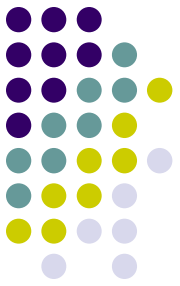
- What are ethics?
- Why are ethics important?
- Can you identify your own ethics?
- How do employees learn the ethics of your agency?



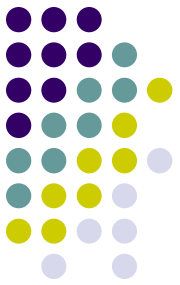
Ethical Decision Making

- Define dilemma
- Gather data
- List pros and cons
- Is it legal?
- Is it consistent with the agency's mission?
- What are consequences?
- Make a decision – ethical or not
- Act on decision
- Live the decision

The Leadership Challenge



Professional and Personal Boundaries

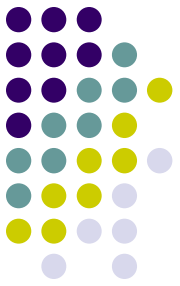


- Defining professional boundaries
- Discretion and autonomy
- Managing personal associations with offenders
- Conflict of effective intervention
- On-duty and off-duty behavior



KEEP OUT

Professional and Personal Boundaries, continued



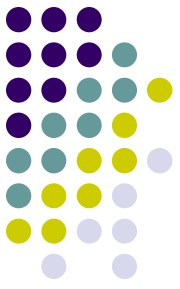
- Freedom of association
- Collateral contacts
- The imbalance of power
- The issue of consent



Professional and Personal Boundaries, continued

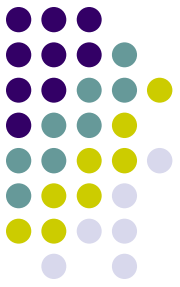
- Staff must understand their duties, responsibilities and agency expectations.
- Staff do not automatically know what their boundaries are and how to maintain them.
- Training provides ongoing dialogue and reinforcement about boundaries.
- Training must be open, interactive and allow staff to explore their responses to real on-the-job scenarios.

Managing Personal Associations with Offenders



- Potential conflicts with their professional responsibilities;
- Employees need clear policy on how to handle these situations – when, how, and to whom staff must notify supervisor;
- Agency needs procedures for oversight of these situations.

Employee/Employee Misconduct



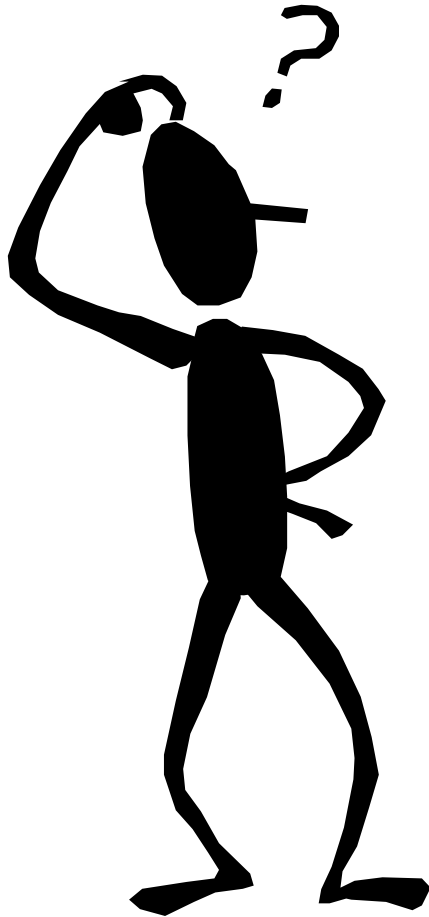
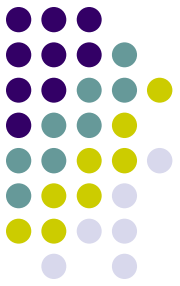
- Workplace is where employees look for and find romantic relationships.
- 8 million employees enter relationships at work each year
- How long do they last?
 - 17% - a few days or weeks
 - 36% - few weeks to a year
 - 31% - one to five years
 - 16% - over five years

Collateral Contacts

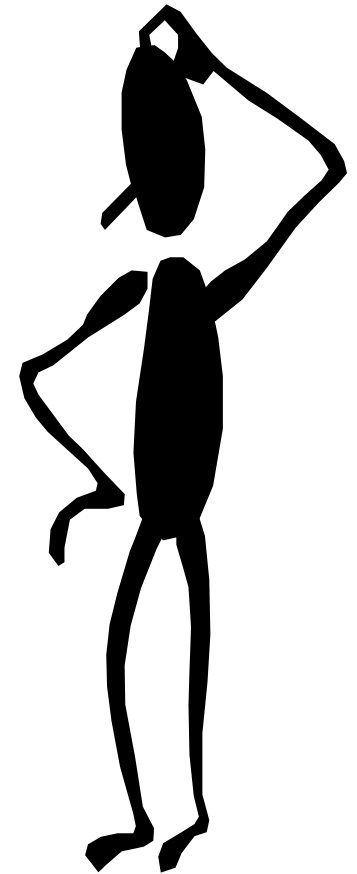
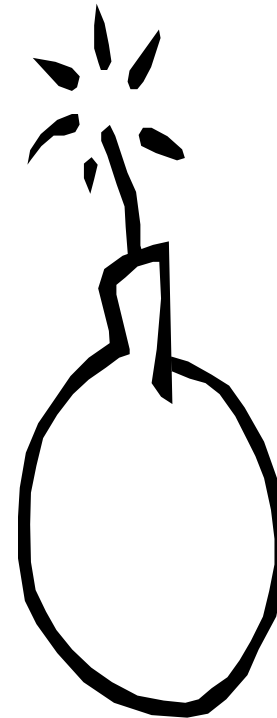


- Same potential danger for blurring of boundaries when dealing with offenders' families, friends, employers, treatment providers, etc.
- Agency needs to provide guidance and direction concerning collateral contacts and what are acceptable and unacceptable interactions.

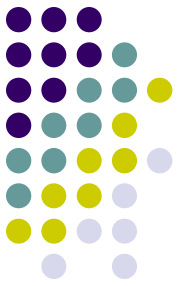
Sexualized Work Environment



What's that?

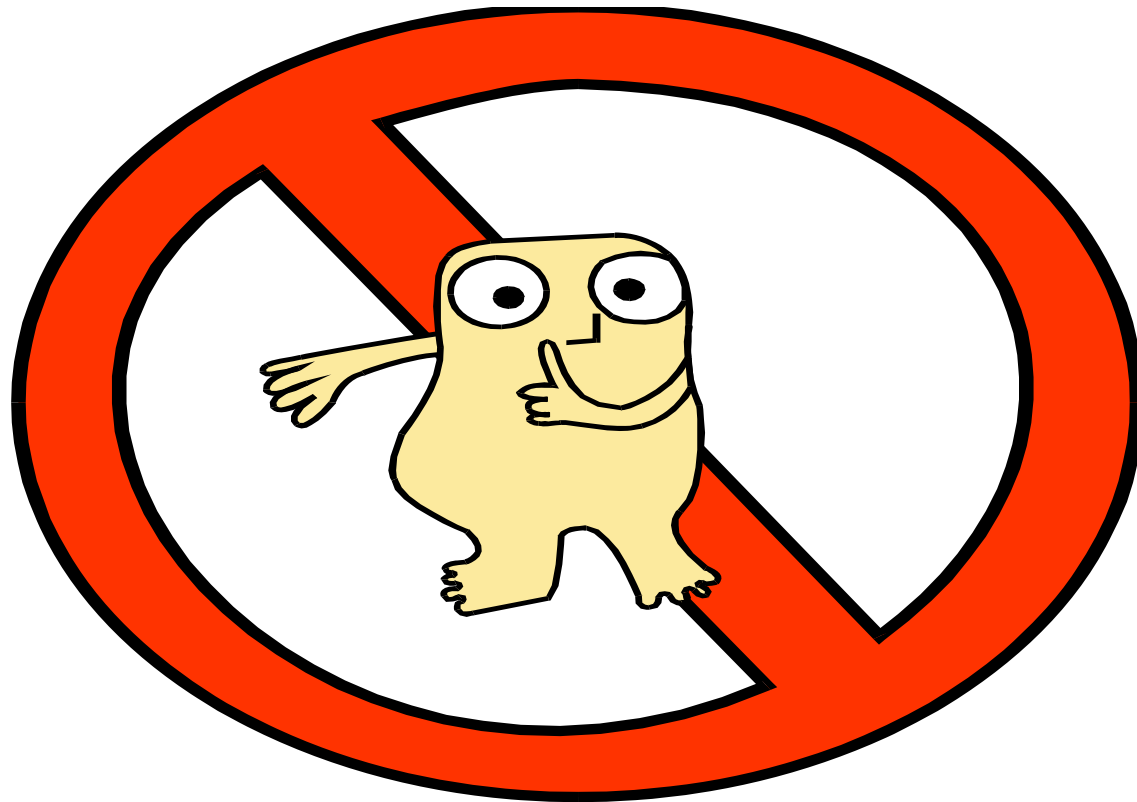
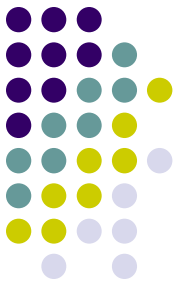


Sexualized Work Environment

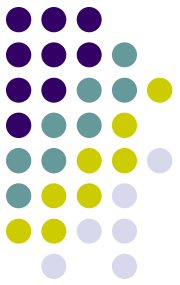


- Undue familiarity between staff/inmates
- Staff/staff relationships unprofessional
- Staff/inmate relationships cross boundaries
- Staff off-duty conduct impacts work
- Everything comes back to “sex”
- What are other symptoms?

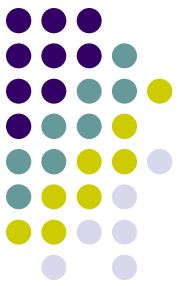
Code of Silence



Code of Silence



- What is it?
- It is part of your agency's culture?
- 46% of experienced officers witnessed misconduct, but concealed it. Why?
 - Would be ostracized
 - Officer who committed misconduct would be fired
 - I would be fired
 - I would be "blackballed"
 - Administration wouldn't do anything



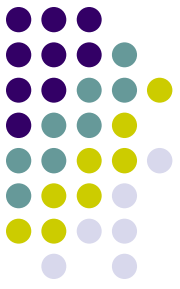
- **Conclusions:**
 - Code of silence will develop in almost every agency in which employee bonds are strong
 - Code of silence tends to be strongest where corruption is the most pervasive.
 - Executives have turned their backs on whistle blowers.
- Source: Neal Trautman, Ph.D., The National Ethics Institute of Ethics (407) 339-03222



What does this mean for my agency?

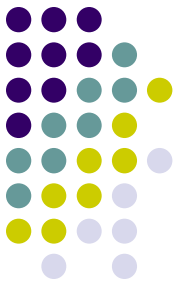
- How does code of silence impact reporting?
- What has happened to those who report misconduct in my agency?
- How to conquer code of silence?

Changing/Addressing Culture:

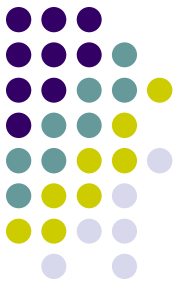


- Acknowledge its existence
- Education
- Plans of action
- Policies and procedures
- Operations match policies
- Role modeled behavior
- Zero tolerance
- Effective investigations
- Protection from retaliation

Changing/Addressing Culture:



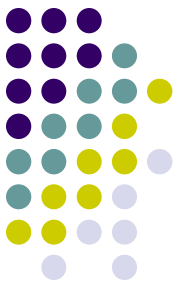
Culture has evolved over many years, and through many administrations. Real culture change requires a commitment of years not months. To change culture, one must impact change the internal beliefs, attitudes and behaviors of a critical mass of employees and supervisors.



“Efficient management without effective leadership is like straightening deck chairs on the Titanic”

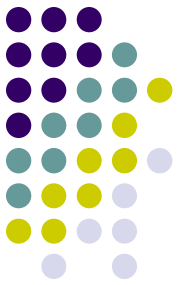
Stephen Covey





Some Suggestions

- Define boundaries for employees through policies that are clear, concise and definitive about what is acceptable and unacceptable.
- Conduct appropriate screening during hiring process
- Provide employees appropriate tools for self assessment, to help them learn when they might be crossing boundaries.
- Allow employees to identify and maintain their own professional boundaries; including training through interactive exercises and dialogue
 - Reinforcement of training and ethical standards
- Maintain a policy and practice that provides employees with access to advice and assistance when they have concerns and questions about boundaries.



Some Suggestions

- Train and support first line supervisors in their efforts to supervise employees, and recognize red flags
- Ensure that there are open dialogues specific to the issue, using regular employee meetings, regular discussions and sharing of information and concerns, and any other format that will keep employees talking about the issue.
- Provide a safe environment for the discussion of concerns and questions without fear of embarrassment or retaliation
- Ensure that practices match policy and procedure; and
- Model ethical behavior and insist that all managers and supervisors do the same.