



Management and Operational Practices

Addressing Staff Sexual Misconduct with Youth in Custody

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Kentucky Department of Juvenile Justice

Lexington, KY

A vertical stack of four images on the left side of the slide. From top to bottom: a clock with a blue and purple gradient background; a clock with a yellow and orange gradient background; a book with a green and blue gradient background; and a book with a purple and blue gradient background.

Training Objectives

- **Identify management practices that affect ssm with youth in custody**
- **Identify operational practices that affect ssm with youth in custody**
- **Evaluate your management and operational practices**
- **Develop improvements to your management and operational practices**
- **Discuss strengths and weaknesses of management and operational practices in juvenile settings**

What We Know

- Management and operational practices have an impact staff sexual misconduct
- Management and operational structures can impede or facilitate addressing staff sexual misconduct
- Management and operations can affect the correctional mission of safety and security
- Failure to be attentive to management and operational issues leaves the agency at risk for staff sexual misconduct
- Training can prevent misconduct and help in investigations
- You have to act





What We Don't Know

- **What staff are going to be involved in staff sexual misconduct with youth**
- **We don't have tools to predict behavior or a predisposition to sexual abuse**
- **What the best messages are for preventing staff sexual misconduct with youth**

Why We Don't Know More

- Lack of interface between departments in the agency
- Resignations in lieu of termination
- Contractor data is infrequently collected
- Offender information is not collected
- Physical location data is not collected
- No standard definitions of sexual misconduct
- No standardized reporting methods or procedures
- Unwillingness of agencies to report outcomes publicly





Key Management Issues

- Leadership
- Communication
- Hiring
- Promotion
- Supervision
- Reporting
- Sanctioning
- Reflection



Key Operational Issues

- **Operational policy and procedure: record-keeping; maintaining boundaries**
- **Attention to related issues: hiring; assignments; supervision; staff needs**
- **Attention to the other functions of the agency**
- **Relationships between departments within the agency**
- **Youth (needs, motivations, assignments)**
- **Training**
- **Integrity of grievance process and investigations**
- **Physical Plant**

Group 1: Operational Policy

- What operational policies are implicated in an effective response to addressing staff sexual misconduct with youth?



Group 2: Needs and Issues of Staff

- What issues and needs do staff bring with them that may affect the issue of staff sexual misconduct with youth and how can/should the agency address this? Is it a management response or an operational response?



Group 3: Functions of the Agency

- How does the function of the agency either assist or impede addressing staff sexual misconduct with youth?



Group 4: Relationships Between Departments

- What other departments or agencies could really help in addressing staff sexual misconduct with youth in custody? Do you/can you have a relationship with them?



Group 5: Youth

- What are the issues and needs of youth who are affected by staff sexual misconduct?



Group 6: Training

- What kind of training do you need to address staff sexual misconduct with youth in custody?



Group 7: Grievance Process and Investigations

- How does the grievance process assist/impede in addressing ssm with youth in custody?
- How does the investigations process assist/impede in addressing ssm with youth in custody?



Group 8: Physical Plant

- Are there features of physical plant that increase/decrease risk and opportunity for staff sexual misconduct with youth?



Good Management Practices in Juvenile Settings



Good Operational Practices in Juvenile Settings



Impact of good management practices

- Leadership sets the tone
- Conveys zero tolerance for staff sexual misconduct with youth
- Hiring, promotion, supervision and sanctioning consistent with leadership goals and vision
- Agency is perceived as fair and evenhanded by staff, youth and public



Impact of Good Operational Practices

- Staff understand that security and liability are at stake
- Staff understand and have confidence in investigative process and cooperate
- Youth trust that they will be heard and protected
- All relevant personnel within and outside the organization know their roles and work together
- Logs and records are clear and up-to-date
- Floor plans and blue prints are readily available



Impact of Good Operational Practices Cont'd

- Clear post orders and operational protocols facilitate identification of violations and breaches
- Supervisors have insight into behavior and motivation of subordinates and youth
- Everyone knows the rules
- Enhances timely access needs for victims
- Enhances agency integrity for zero-tolerance

