

# Management and Operational Practices

Addressing Sexual Abuse of Youth in Custody

National Institute of Corrections

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# Training Objectives

- Identify the relationship between management and operations
- Recognize why management and operational practices are important
- Identify practices that impact staff sexual misconduct and youth-on-youth sexual abuse

# Training Objectives

- Realize the importance of evaluating management and operational practices
- Identify strengths and weaknesses of management and operational practices in a juvenile correctional setting

# Management and Operations Relationship

- Management
  - Policy administration and development
- Operations
  - Policy implementation and practice
- The give-and-take
  - Compliance, Communication, Accountability

# Management and Operations Affect on Staff Sexual Misconduct

- Management and Operations practices, attitudes, structure do have an impact on sexual misconduct
  - Practices can confuse or clarify expectations about sexual misconduct
  - Attitudes can encourage or discourage reporting of sexual misconduct
  - Structure can improve the process of investigating sexual misconduct
  - Training and Supervision can reduce sexual misconduct

# Management and Operations Affect on Youth on Youth Sexual Abuse

- Observations
  - Increase in fighting
  - Increase in self injurious behavior
  - Increase in the use of seclusion
- Climate of survival vs. climate of programming

# No Matter How Good...

- Cannot always identify which staff or youth will involve themselves in sexual misconduct
- Negative implications outweigh reporting
- Relationships form

# Barriers to Increased Knowledge

- Resignations in lieu of termination
- Weak labor/management practices
- Discipline is often based on what technology (cameras, electronic monitoring) can prove
- Under reporting
- The “consensual/wipe the brow” factor

# Management Issues

- Leadership
- Policy
- Communication
- Supervision
- Monitoring
- Policy revision
- Training

# Operational Issues

- Good reporting and documenting practices
- Attention to staff and youth behaviors and patterns
- Integrity of reporting
- Key control and staff monitoring
- Follow up

# What Are We Seeing? Staff on Youth

- Unusual caseload activity
- Not holding youth accountable
- Contact with youth at unusual times
- Doing favors for the youth
- Youth know personal things about the staff that co-workers don't know
- Staff working excessive overtime

# What Are We Seeing? Staff on Youth

- Employee having personal crisis (divorce, family death, family illness, financial difficulty)
- Increased physical contact and private conversations
- Establishing peer relationships
- Rumors

# What Are We Seeing? Youth on Youth

- History of sexual assault
- Slightly older than the potential victim(s)
- May have been a past victim of sexual assault
- May have difficulty controlling anger

# What Are We Seeing? Youth on Youth

- May display poor coping skills/strategies
- May exhibit voyeuristic/exhibitionistic behavior
- May have prior charges/convictions for stalking, voyeurism or sex crimes other than rape

# Vulnerability Assessments (VA)

- An assessment which shall serve to identify physical plant and operational issues that exist within the institutions that create vulnerabilities for sexual assaults to occur.

# THE VA PROCESS

- Develop and train a committee
- Committee members with security background and experience with key control;
- Committee member with health and safety experience.

# Documents to Request Prior to Assessment

- Key documents
- Telephone directory
- Security camera information
- Aerial photograph of facility
- Floor plans for every building
- Names of each building and how used
- Employee and youth work schedules
- Special Incident Reports of sexual abuse

# Personnel Request

- Employees with key control knowledge and experience
- Employees familiar with/access to all areas of facility
- Departmental supervisors from various areas of the facility

# Arrival at Facility

- Committee meets with Superintendent and appropriate executive staff and explains committee goals and process
- Committee reviews documents and develops strategies for conducting review

# Key Assessment

- No key ring is exempt from the review.
- Each employee authorized to draw a key ring is interviewed
- Commonly drawn key rings not authorized to a specific employee are also reviewed.

# Keys-- What to Look For

- Key ring identification for each ring
- The number of keys on each ring
- The single key identifier on each key on each ring
- What each key on the ring accesses
- Employee authorized to draw each ring

# Keys-- What to Look For

- Keys on rings for areas that require limited staff access
- Keys on rings of employees who were not assigned to work areas
- Keys to areas that staff use as a short cut to get from one area of the facility to another faster
- Keys to areas third shift officers don't need to access (TV room, library, laundry room, storage closet, shower, etc.)

# Key-- Recommendations

- Access to areas should not be designed for the convenience of the employee, but for necessity ONLY
- Place keys to secluded areas on separate key rings for better employee accountability in the areas.
- Restrict key authorization to only staff that need access to areas;
- Re-key locks to reduce the number of staff access to specific areas;

# Key-- Recommendations

- Remove keys from rings that are not needed for that particular shift
- Develop separate key rings for third shift officers on various posts;
- Return all keys in the Control Center to the Lock Shop that are not in use.

# Cameras

- How many cameras are installed at the facility?
- Where are cameras located?
- Which cameras are stationary?
- Which cameras are pan, tilt, zoom?
- Who monitors each camera?
- Does camera system have recording capability? If so, how long?

# Cameras

- Determine if cameras are strategically placed in areas and who, if anyone, is viewing the camera monitors
- Determine if additional cameras are needed;
- Determine if existing cameras need recording capabilities
- If the recording timeframe needs to be increased or decreased

# Floor Plans and Names of Buildings

- Floor plans of each building on grounds;
- Names of each building and building use
- The time buildings are occupied;
- Ensures no rooms or buildings are missed

# Employee and Youth Work Schedules

Information is needed for each building to determine when employees and youth work together in secluded areas of the facility.

- Employee names and titles
- Youth names and numbers
- Employee and youth work hours
- Employee and youth days off

# Special Incident Reports

- Review to determine where incidents of alleged sexual abuse have occurred in the past
- Speak with investigator to receive additional information, i.e., employee resignations/terminations due to alleged sexual misconduct and other intelligence received

# Physical Plant Assessment

- Keys
- Doors
- Locks
- Obstructed Views
- Lighting
- Furniture Placement
- Need for Security Equipment

# Reporting

- Each committee member was required to document observations during the review;
- One standardized form was used to ensure consistent information was reported;
  - Date
  - Institution
  - Building Name
  - Room Number/Identifier
  - Room Used For
  - Recommendations

Ohio Department of Youth Services  
Vulnerability Assessment Team  
Site Visit Reporting Form

**Institution:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Person Completing Report:** \_\_\_\_\_

**Building/Area:** \_\_\_\_\_  
\_\_\_\_\_

<b>Room#/Identifier/ Activity/Time</b>	<b>Potential Vulnerability</b>	<b>Recommendation</b>
_____		
_____		
_____		
_____		
_____		

# Furniture Placement

- Placement of desks in offices
- Placement of desks on officers' posts
- Obstruction of view in cells
  - wardrobe cabinets, beds, etc.
- Obstruction of view in offices, rooms and other areas
  - blinds, file cabinets, bookcases, officer lockers, computer hutch, storage rack, ice machine, shelves, cubicles walls, etc.

# Obstructions of View

- Film on windows
- Painted windows
- Frosted glass windows
- Curtains/blinds in windows
- Height of cubicle workstations
- Paper, pictures, posters in office and door windows

# Obstructions of View

- Solid color shower curtains
- Wood covering mesh doors
- Height and depth of shower stalls
- Boxes stacked in front of windows
- Translucent contact paper in windows
- Solid curtains used as a room divider
- Cloth and blankets covering windows

# Secluded Areas

- Staff offices in secluded areas
- Secluded areas in fire exits
- Secluded areas in stairwells
- Secluded areas under stairwells
- Secluded unoccupied areas
- Unsecured buildings outside the fence

# Suspicious Findings

- Chairs, mattresses, toilet paper in secluded areas (Mechanical Rooms, etc.)
- Pornography magazine in mechanical room
- Rooms where light bulbs had been removed or not replaced
- Suspicious behavior in secluded areas

# Lighting

- Inadequate lighting in hallways, etc.
- Light bulbs need to be replaced in closets, hallways, etc.
- Lights off in a room, office or area when occupied

# Doors

- Installing windows in solid doors
- Enlarging current windows in doors
- Replacing solid doors with mesh or grill-type doors
- Removal of doors

# Locks

- Locks on doors that are keyed from both sides (restrooms, offices)
- Slam locks on doors
- Manual turn-style locks on interior of doors
- Slide-type locks on interior of doors

# Locks

- Latchable locks on interior of employee restrooms
- Deadbolt locks
- Locks on interior side of supply closet doors

# Final Report

- Detailed report submitted to Deputy Director of Institutions
- Deputy Director of Institutions reviews report and meets with facility executive staff to review report
- An action plan developed by the institution is required
- Allows Supt to disagree with recommendations, and explain why
- Deputy Director of Institutions makes final decision

# Follow up

- Follow up conducted by the PREA Coordinator
- Meet with Superintendent and appropriate executive staff
- Visit areas of facility to ensure compliance

# Key Elements of Management and Operational Policy

- Clear
- Specific definitions
- Mandatory reporting
- Multiple avenues for reporting
- Allegations are thoroughly investigated

# Key Elements of Management and Operational Policy

- Protection from retaliation
- Training for staff and youth
- Orientation for youth
- Protocols for community linkage

# Impact of Good Practices

- Staff and youth understand zero tolerance
- Staff and youth reporting increases
- Youth know the definitions and how to report
- Youth trust they will be heard and helped

# Impact of Good Practices

- Misbehavior is more obvious
- Staff understand their role
- Documentation is accurate and concise
- Incidents decrease