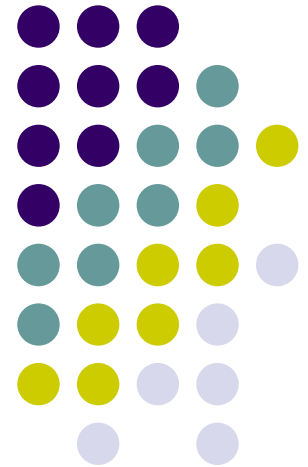


Agency Culture

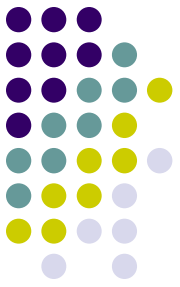


Training Objectives:



- Define and identify components and influences on agency culture
- Identify agency ethics
- Understand sexualized work environments
- Understand the code of silence and the imbalance of power staff sexual misconduct causes
- Identify the challenges for leadership
- How to address culture
- How to change culture

Defining Agency Culture



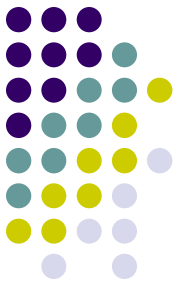
- An Agency's culture is the sum total of the attitudes, beliefs, traditions, symbols, ceremonies and prejudices of current and past staff, the character of the surrounding community and work environment, the history of the operations and the events in the institution and the personalities and ethics of leaders, formal and informal, both past and present
- In other words, culture is an organization's way of life
- It is not inherent

Agency Culture is Defined By:



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

Some Components of Culture



- **Beliefs: Shared Explanations of Experience**
 - Example: You can't be promoted unless you attend the Boss' Christmas party and tell a dirty joke
- **Values: What is considered right and good**
 - Example: If its offenders vs. staff, the decision supports the staff member

Some Components of Culture Continued



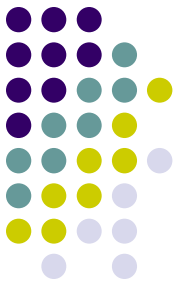
- Norms: Shared Rules, “the way things are done”
 - Example: Don’t volunteer for assignments
- So deeply held that they aren’t even noticed unless they are violated
- Norms are often more powerful than formal sanctions

Influences on Culture



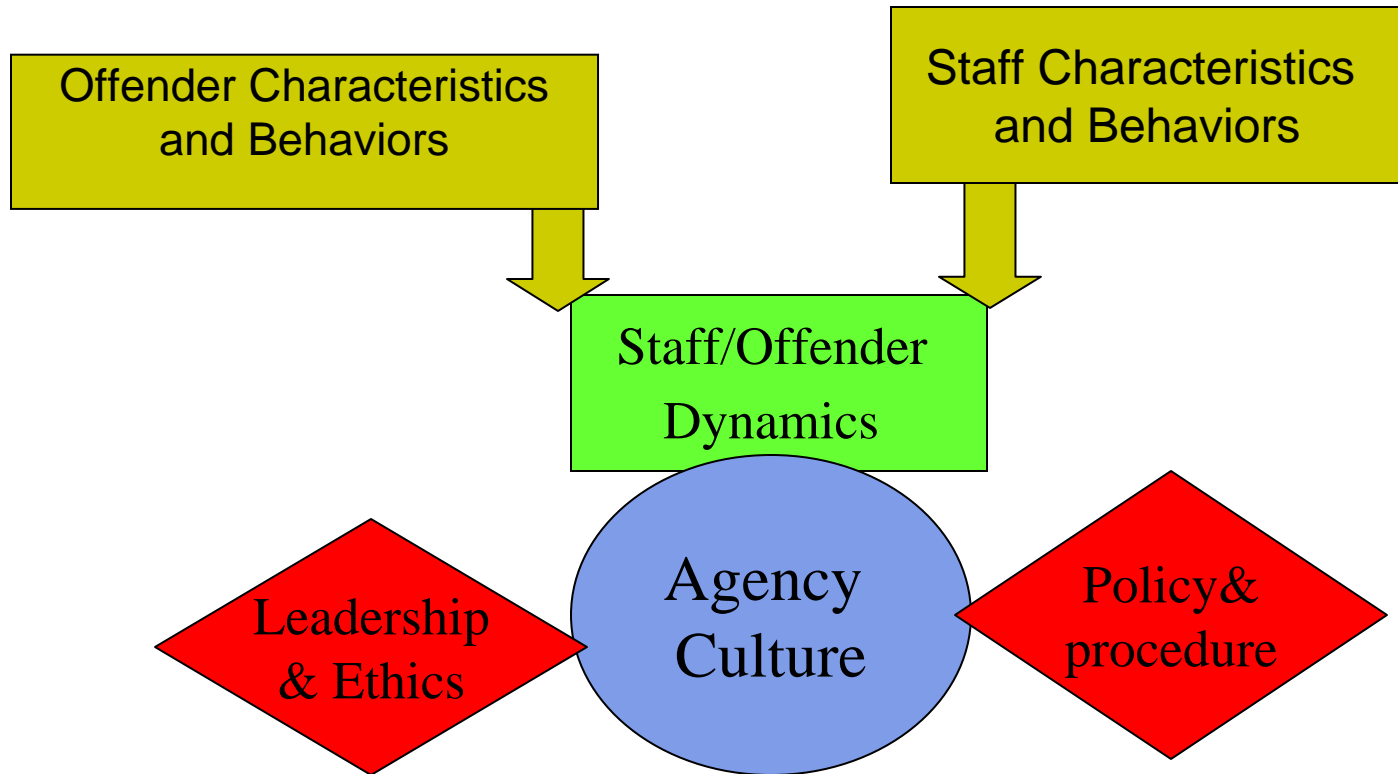
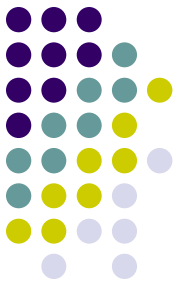
- History
- Leadership's tone and style
- Hiring and Promotional Processes
- Middle Management
- Quality of First Line Supervision
- Daily Operations

Influences on Culture Continued



- Staff Disciplinary Process
- Staff-Staff interactions
- Staff-Offender Dynamics
- Characteristics and behaviors of Staff and Offenders
- Agency Policy

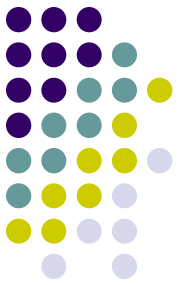
Factors that Influence Agency Culture



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

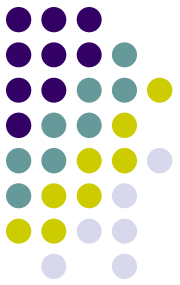
- Define dilemma
- Gather data
- List pros and cons
- Is it legal?
- Is it consistent with the agency's mission?
- What are consequences?
- Make a decision – ethical or not
- Act on decision
- Live the decision

Sexualized Work Environment



- Lack of appropriate boundaries
- Undue familiarity between staff/offenders
- Staff/staff relationships unprofessional
- Staff/offender relationships cross boundaries
- Staff off-duty conduct impacts work
- Everything comes back to “sex”
- What are other symptoms?
 - Look at e-mails, jokes, dress
 - Non-verbal interactions: how close people stand, touching

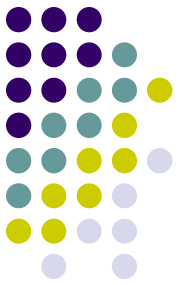
Professional and Personal Boundaries



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

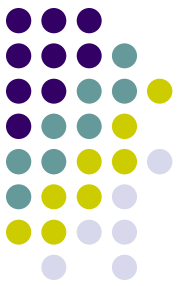


KEEP OUT



Professional and Personal Boundaries, continued

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



Professional and Personal Boundaries, continued

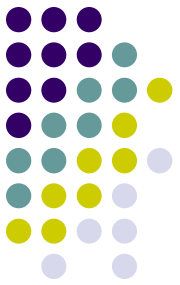
- Staff must understand their duties, responsibilities and agency expectations.
- Staff do not automatically know what their boundaries are and how to maintain them.
- Training provides ongoing dialogue and reinforcement about boundaries.
- Training must be open, interactive and allow staff to explore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

Managing Personal Associations with Offenders



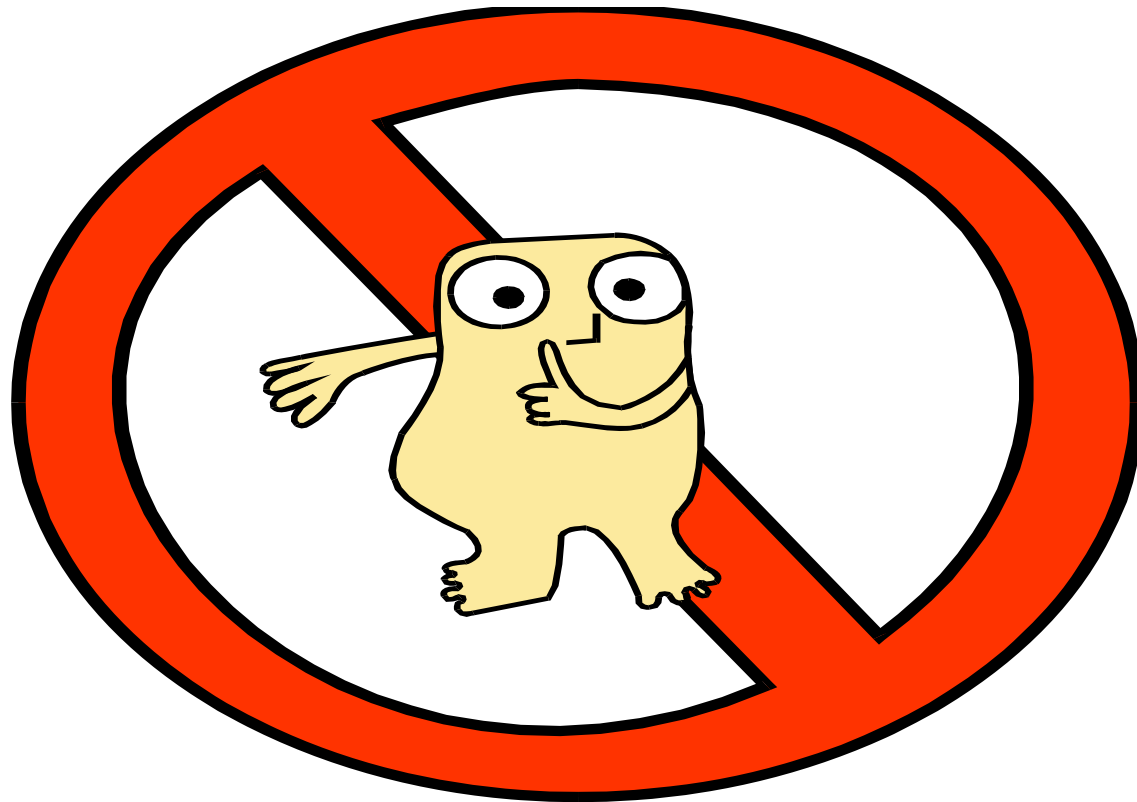
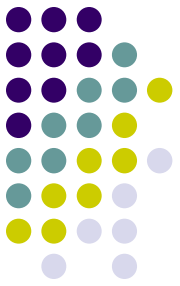
- Potential conflicts with their professional responsibilities;
- Staff need clear policy on how to handle these situations – when, how, and to whom staff must notify supervisor;
- Agency needs procedures for oversight of these situations.

Collateral Contacts

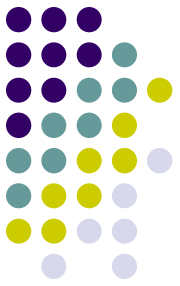


- Same potential danger for blurring of boundaries when dealing with offenders' families, friends, employers, treatment providers, etc.
- Agency needs to provide guidance and direction concerning collateral contacts and what are acceptable and unacceptable interactions.

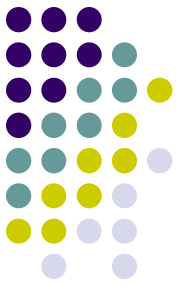
Code of Silence



Code of Silence

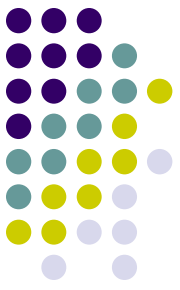


- What is it?
 - Non-cooperation with management at critical points
 - Protection of staff and others
- It is part of your agency's culture?
- 46% of experienced officers witnessed misconduct, but concealed it. Why?
 - Would be ostracized
 - Staff who committed misconduct would be fired
 - I would be fired
 - I would be "blackballed"
 - Administration wouldn't do anything
 - I have to live here
- Staff will risk discipline rather than violate this powerful norm



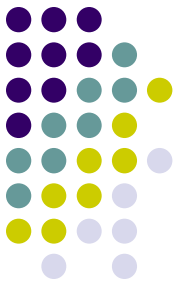
What does this mean for my agency?

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



Imbalance of Power

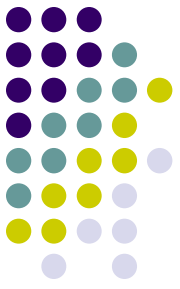
- Hallmark of correctional settings
 - Both institutional and community
- Affects those who have it and those who don't
- Distorts communication and interactions
- Those without power will seek to gain control, to equalize the imbalance
- Sexual misconduct shifts the balance of power (an offenders has a secret on a staff member)



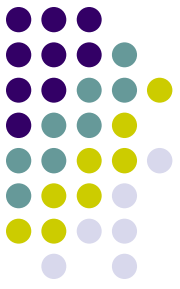
Challenges for Leadership

- Sexual misconduct by staff does not arise out of no where
- Can be a symptom of culture
- Addressing the problem in a systematic way is about cultural change
- Cultural change is the challenge for leadership
 - Must shift deeply ignored norms and attitudes
 - Ideology and attitude lies in key positions

Addressing Culture:



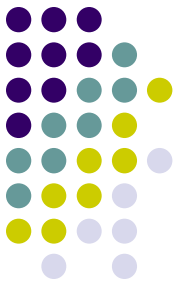
- Acknowledge its existence
- Education
- Plans of action
- Policies and procedures
- Operations match policies
- Role modeled behavior
- Meaningful zero tolerance with consequences
- Effective investigations
- Protection from retaliation



How to Change Culture

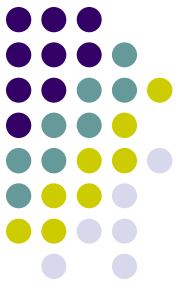
- Establish a vision: make it a priority
- Redefine the issue:
 - It s not about sex its about public safety and security
 - Public safety and security are compromised whenever boundaries breakdown and become personal/intimate
 - Sexual Misconduct is the most extreme form of violation boundaries

How to Change Culture Continued



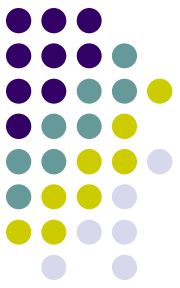
- Educate Staff
 - For managers: there is liability
 - For supervisors and line staff: it's a security/
public safety issue
 - Its part of professionalism
 - No more acceptable for dentist/patient,
priest/parishioner, law enforcement/ motorist

Suggestions for Changing Culture



- Train and support first line supervisors in their efforts to supervise staff, and recognize red flags
- Ensure that there are open dialogues specific to the issue, using regular staff meetings, regular discussions and sharing of information and concerns, and any other format that will keep staff talking about the issue.
- Ensure that practices match policy and procedure; and
- Model ethical behavior and insist that all managers and supervisors do the same.
- Remember the culture will not tolerate hypocrisy

Suggestions for Changing Culture Continued



- Define boundaries for staff through policies that are clear, concise and definitive about what is acceptable and unacceptable.
- Conduct appropriate screening during hiring process
- Provide staff appropriate tools for self assessment, to help them learn when they might be crossing boundaries.
- Allow staff 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 staff with access to advice and assistance when they have concerns and questions about boundaries.