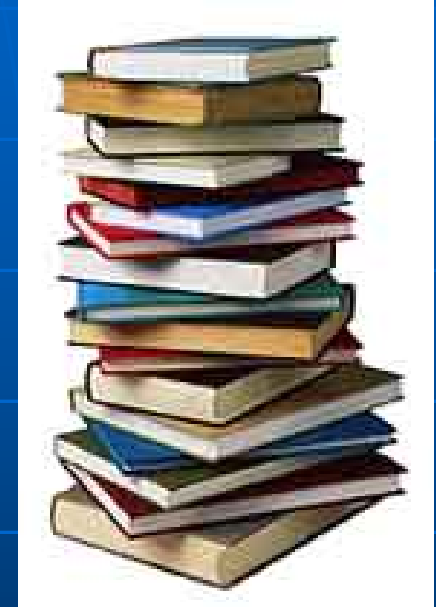


# Policy Development

Addressing Staff Sexual  
Misconduct with Offenders

March 2006



# Objectives:

- Define what makes a good policy
- Policy Considerations
- Policy Decision-Making
- Challenges and dilemmas
- Triage policies and procedures
- Writing policy and procedure
- Knowing policy
  - How do employees know the policy?
  - How do you know your policy is effective?



# What makes a good policy?

- Establish zero tolerance
- Clear and inclusive definitions
- Designate multiple reporting points for employees and offenders
- Maintain strong investigative protocols
- Employee training and skills
  - Development
  - Refinement
- Provide effective offender orientation
  - New admittees
  - existing populations

# Policy Considerations:

- Gender Differences
- Thread policies
- Periodic review and update policies
  - Case law
  - State law
  - PREA
  - Association standards
- Agency culture
- Consistency with state law

# Policy Decisions:

- Reporting
  - Mandatory reporting
  - Sanctions
  - Methods/routes
- Data Collection
- Administrative oversight

# Challenges and Dilemmas

- Leadership
  - Role modeling behaviors and commitment
- Culture and history
  - Unions and employee groups
  - Past attempts to address sensitive issues
- Procedures are in “synch” with policy

# Challenges and Dilemmas, continued:

- Offender programming
  - Gender responsive
  - Inclusive
  - Equality and parity
- Investigative protocols/practices
  - Demystifying the internal affairs
  - Ability to conduct investigations
- Is there a “model” policy(ies)?

# Triage Your Policies and Procedures

- Cover the essential issues
- Threading
- Stakeholders included
- Accountability
- Data and records
- Value added from investigation findings

# How do employees know the policy?

- Informal vs. formal “education”
- Leadership by example
- Practice vs. policies and procedures

# Measuring Effectiveness

- Policies/procedures role modeled by supervisors, managers, and leaders
- Understandable language (realistic) by target audience
- Integrated into operations
- Aligns with state law
- Reports happen
- Leadership understands and acknowledges the aftermath of allegations and investigations

# Effectiveness Continued

- Investigations are timely and professional
  - Conclusions reached
  - Employees cooperate
  - Disciplinary sanctions consistent
- There is medical and mental health support
  - Employees and offenders
  - Employee assistance programs

# Summary

- Written policy exists and is inclusive
- Operational practices follows policy
- Behavior and philosophy is role modeled
- Training is an effective tool for employees and offenders
- Evaluation and updating