

Addressing Sexual Abuse of Youth in Custody

Module 11: Management and Operational Practices

Developed by the NIC/WCL
Project under NIC CA
#06S20GJJ1

Training Objectives

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

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Training Objectives

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

Management and Operations Relationship

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

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Management and Operations Affect on Staff Sexual Misconduct

- Management and operations practices, attitudes, structure 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

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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

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No Matter How Good...

- Cannot always identify which staff or youth will become involved in sexual misconduct
- Negative consequences of reporting outweigh positive
- Relationships form

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Barriers to Increased Knowledge

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

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Management Issues

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

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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

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What Are We Seeing? Staff on Youth Red Flags

- Unusual caseload activity
- Not holding youth accountable for rule infractions
- 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

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What Are We Seeing? Staff on Youth Red Flags

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

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What Are We Seeing?

Youth on Youth Red Flags

- 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 Red Flags

- 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

Cross Gender Supervision: An Operational Issue

- Need to consider how operational practices apply to cross gender supervision in juvenile facilities
 - When are opposite gender staff supervising youth
 - Where are opposite gender staff supervising youth?
 - What are your policies and practices on cross gender supervision?
 - Do your policies and procedures comply with the PREA Standards?

Vulnerability Assessments (VA)

- An assessment which serves 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.

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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

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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

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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

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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.)

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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;

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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;
- Ensure 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

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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.

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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

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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

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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

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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

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Locks

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

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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
- Allow Superintendent 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

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Key Elements of Management and Operational Policy

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

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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

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