

Module Six Prevention

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Learning Objectives



- Describe prevention strategies;
- Develop outlines for employee training;
- Complete the blueprint; and
- Extinguish burning issues.

Exercise: Who Wants to be the Boss? Overcoming Objections to Orienting Offenders

One of the strategies for preventing staff sexual misconduct is to orient offenders and their families about the agency’s zero tolerance policy. Agency administrators often find that employees are initially very unhappy, and even hostile, to this idea, fearing that the offenders will use this information to deliberately harm employees by filing maliciously false reports. How can you overcome these objections? Make notes below regarding the specific objections you expect from your employees regarding orienting offenders and their families. Together, you will work to address these objections.



Objections to Orienting Offenders	Addressing Objections

Prevention Strategies

Prevention requires pro-active management. Employees may be asked to change the way they do business, and even to change how they think about their jobs. Change around an issue as emotional and volatile as sexual misconduct is a challenge for management and employees alike.



Let's explore some prevention strategies.

Administrative Actions

Be PRO-ACTIVE, not just reactive.

Be prepared before an allegation arises. Developing agency policies, procedures and protocols before an allegation arises is one of the key elements to responding appropriately to prevent staff sexual misconduct.

The following is a brief summary of the key administrative actions:

- ✓ Triage your organizational structure. Know who does what, when, and why.
- ✓ Develop or revisit your agency's code of ethics.
- ✓ Know who does your investigations, and how investigations are completed.
- ✓ Establish ongoing working relationships with all entities who will be involved during an investigation.
- ✓ Know the laws, policies and procedures that apply to your organization.
- ✓ Create effective, specific, clear, and thorough

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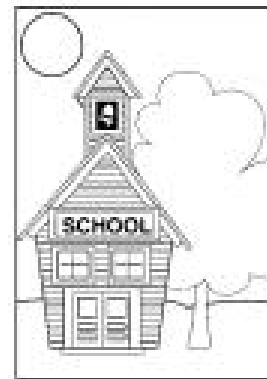
policies and procedures.

- ✓ Define the acceptable and unacceptable behaviors using specific and detailed language.
- ✓ Delineate the consequences of involvement in staff sexual misconduct.
- ✓ Have a plan to address the aftermath of an investigation on employee morale.
- ✓ Be a leader. Model the behavior you expect from others.
- ✓ Demonstrate a policy of zero tolerance throughout all of the agency's policies, procedures and operations.

Training

Policies and procedures are only effective and useful if everyone understands them and has the skills to effectively implement supervision. Training is the key to accomplishing this goal. Community correction's professionals offer the following key points about training:

- Train everyone - Train employees, offenders, clients, contractors, vendors, volunteers, investigative partners, and anyone who will be working with offenders. And don't forget administrative and support employees such as receptionists and clerical employees are often the first contact with offenders.
- Training is an ongoing and continuing process - Often, pre-service training is completed with very little follow-up in-service training. Focus groups of community corrections professionals across the country recommended an emphasis on refresher training for



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- new and experienced officers.
- Training is specific to the issue - Training should focus specifically on staff sexual misconduct allowing employees to learn about this subject, to discover and understand their own professional boundaries, and learn how to maintain those boundaries. Role plays, incorporated into training, that allow employees to confront and diffuse situations with offenders are effective for both newly hired employees and the “old timers” to keep their understanding of boundaries intact and help them identify any unhealthy patterns they may have fallen into over the years.
- Training includes open dialogue - Training should be designed to provide a safe and nonjudgmental atmosphere for employees to ask their questions and express concerns. Trainers should provide feedback to agency leadership about employee concerns and reactions to the training.
- Training is interactive and engages the participants - Adult learning methods work best. Lecturing and reading content material is ineffective, and sends the message that discussion and involvement of participants is discouraged. The best way to assure that participants understand the training content, and feel that they are stakeholders in the agency, is to keep them involved, open, and participating.
- Train supervisors - Training must include specific segments for supervisors, so they can identify potential problems among the employees they supervise and know what to do.
- Demystify the investigative process - Include in the training specific details about the internal investigative process. Demystifying the investigative process can also help derail rumors and gossip.
- Reinforce Training - Training must be reinforced on a

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regular basis, so that employees have the issues fresh in their minds. Training can be reinforced through a variety of methods.

- Employee meetings that address and reinforce the issue;
 - Leadership reinforcing the training through positive affirmation of zero tolerance. Employees respond much better to “Do’s” than “Don’t’s”; and
 - Encouraging supervisors to have open dialogue on issues concerning boundaries and ethics, providing a safe atmosphere for employees to voice their concerns about certain situations they may have encountered.
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- Train your trainers - Those with the most knowledge will not always be the best trainers. Teach those with knowledge how to train, or impart the knowledge to the best trainers. Evaluate trainers.
 - Set Training Objectives - Establish the outcomes the agency wants to see from investing in training. Assure that the training is benchmarked and that data is collected and analyzed assessing whether the training had the desired outcomes.
 - Use training to identify other issues - A good trainer will be able to identify areas where participants need the most information and knowledge. Experienced and prepared trainers may also be able to recognize certain participants who demonstrate a potential (“red flags”) for involvement in staff sexual misconduct, based on their attitude, behaviors, responses, discussions, etc. during the training.

Exercise: Training Design

Some practical help in designing training outlines is included here - and can be gleaned from your colleagues. Four groups will work on training outlines to cover the following topic areas:

- Orienting new employees to the agency's zero tolerance policy on staff sexual misconduct;
- Conducting in-service training for employees introducing the agency's zero tolerance policy on staff sexual misconduct;
- Providing an orientation to offenders about agency's zero tolerance policy on staff sexual misconduct; and
- Conducting a briefing for prosecutor about why they need to take this issue seriously and work with you to address misconduct through prosecution.



Each group will prepare an outline of the specific topics they would recommend be covered in each of the above scenarios. Prepare a flip chart with your group's ideas, and designate a spokesperson.

Investigations as a Prevention Tool

We tend to look at investigations solely as a response to an incident or allegation. But investigations can also be an excellent tool to identify potential problems before they become serious. The following are tips for using investigations as a prevention tool:



- ✓ Maintain a usable data base of information. Be sure to collect and input all important factors (i.e. names of all parties involved, including the accused, the complainant, witnesses, locations of incidents, times and dates, type of complaints, etc.).
- ✓ Search the database to identify patterns. If you see the same names popping up, the same officer, the same types of complaints; this could help identify the source

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of problems or potential problems.

- ✓ Assure the confidentiality of the investigation, according to the laws, policies and procedures of your jurisdiction. Again, trust and understanding are the keys to cooperation.

Prevention strategies are a critical part of an agency’s response to staff sexual misconduct. Prevention can be intertwined with agency culture, agency history, and ethics within all aspects of the organization. Each of the modules in this training program serve as the framework for prevention.

Exercise: Top Ten Prevention Strategies

As we close out this training, focus on the strategies you have heard about or discussed to prevent staff sexual misconduct with offenders. What are the top ten? Work with your training colleagues and agree on the top ten:



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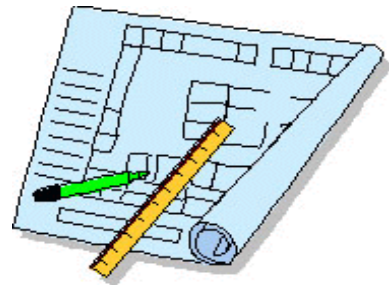
Conclusion - Module Six

This Module summarizes this training by focusing on the prevention strategies available to you as you consider how to prevent and address sexual misconduct. Specific ideas have been presented - both from trainers and your peers that are potentially very effective in addressing the range of issues that will face you.

Exercise: Blueprint - Module Six

Please refer to your personal blueprint. As **Module Six** is completed

- Make notes about what issues are of concern to you.
- What is working well in your organization?
- What is on your “to do” list based on what you have heard?



Use the front page of your blueprint to keep a list of what you believe are important issues to you and your organization.

Exercise: Completing Your Blueprint

When you have completed making notes on your blueprint regarding Module Six - review what you have written over the past three days, and make some notes on page two. What are your priorities? Whom do you need to help you? Make this blueprint work for you and your agency as you address staff sexual misconduct.

Burning Issues Extinguished!



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