

**WOMEN AS CORRECTIONAL OFFICERS IN
MEN'S MAXIMUM SECURITY FACILITIES:
A SURVEY OF THE FIFTY STATES**

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Introduction

This document summarizes state departments of corrections' (DOCs) policies on employing women as correctional officers in male maximum security prisons and units. Although it profiles the present practice in each state, the report's focus is on the implementation strategies used by DOCs when they first began using women in these positions. This Executive Summary highlights the detailed information contained in the state profiles that follow.

Method

NIC Information Center staff investigated the issue of women correctional officers in male maximum security settings at the request of Susan M. Hunter, Chief of the National Institute of Corrections (NIC) Prisons Division. The information in this document was obtained through telephone interviews with respondents designated by the DOC in each of the states. For each interview, staff used an instrument developed by Information Center staff on the basis of questions proposed by Dr. Hunter; a copy of the interview instrument is attached as Appendix A.

Staff telephoned the DOC in each state to identify an appropriate respondent, with whom a phone interview was then scheduled. A copy of the interview instrument was faxed to the identified respondent in advance of the interview. In a few cases, the respondent chose to fill out and return the interview instrument rather than participate in the phone interview.

After completing each interview, Information Center staff summarized its results in a state profile, which was then edited to its present form.

Among the fifty states, information has been compiled from all but four: Delaware and Florida chose not to participate because of pending litigation; the Maine respondent could not be interviewed in the required time frame; and Vermont houses no maximum security inmates.

Results

■ **Extent of Utilization**

Responses on utilization of women correctional officers in men's maximum security are summarized in Figure 1, page 2.

Forty-five of the responding states use women to staff at least one men's maximum security prison or unit, and only one state does not. In over half of the states that include women in maximum security (twenty-four), they are eligible for all posts. That is, the DOC's policy is gender-neutral with respect to hiring women for positions in these settings.

In fifteen states, women are not permitted to work certain specified maximum-security posts. The exclusions are usually posts that involve ongoing supervision of showers or those in which a principle activity is performing strip searches.

Seven states have highly restrictive policies with respect to using women to staff men's maximum security prisons. In six states, the DOC's policy allows women to work as officers in these settings but excludes them from any posts within the housing units. Women in these states are limited to non-contact positions, in towers or observation posts, for example. In only one state are women completely excluded from working in maximum security prisons for men.

As Figure 1 indicates, the proportion of women among all officers in maximum security varies from less than 5 percent to approximately one-third. The median is 13.5 percent,

■ **Specific Duties**

Respondents were asked whether women correctional officers perform transportation and pat- and strip searching duties. A count of state responses is tabulated below.

Transporting maximum security inmates- According to department spokespersons, only seven of the responding states do not permit women to transport male maximum security inmates. Thirty-seven states do allow women to perform this function. However, approximately half of these states (sixteen) have restrictions on the use of women to transport these inmates, often requiring them to be part of a two-person team that also includes a male officer.

Conducting pat and strip searches- Most of the responding states (thirty-nine) permit women to conduct pat searches, while nearly all (forty-four) have a policy prohibiting them from strip searching male inmates except in an emergency.

Transportation		Pat Searching		Strip Searching	
Yes	No	Yes	No	Yes	No
37	7	39	6	1	44

■ **History of Implementation**

Not surprisingly, the history of states' use of women in male maximum security settings varies widely. While some states began providing women officers complete access to work in men's maximum housing units in the early to mid-1970s (see Figure 1), a few others are only this year beginning to use women in these positions. And while some states implemented gender-free policies matter-of-factly on a specified date, others have

Figure 1. Utilization of Women In Maximum Security Posts

	Percent Women in CO/Supervisory Posts	Women Work All Posts	Women Work All but Specific Posts	All Housing Unit Posts Excluded	No Women COs in Maximum Security	Year Women Reached Current Level of Utilization
Alabama	20% systemwide	✓				1973
Alaska	14%		✓			1987
Arizona	20%	✓				1980
Arkansas	(N/A)			✓		1973
California	(N/A)	✓				(N/A)
Colorado	6%	✓				1975
Connecticut	1%	✓				1988
Delaware	—N/A; litigation					
Florida	—N/A; litigation					
Georgia	33%			✓		1970
Hawaii	5% systemwide			✓		1981
Idaho	7% systemwide	✓				1984
Illinois	9.6%		✓			mid-1970s
Indiana	5%	(see text)		✓	(see text)	1991
Iowa	6%	✓				1972-75
Kansas	10%-22%	✓				1985
Kentucky	13%		✓			1987
Louisiana					✓	
Maine	—N/A; interview pending					
Maryland	33%	✓				1980-81
Massachusetts	less than 5%		✓			1990
Michigan	16%		✓			1983
Minnesota	15%		✓			1972
Mississippi	30%			✓		late 1970s
Missouri	20%-25%		✓			1986
Montana	(N/A)	✓				1985
Nebraska	12.8%	✓				1980
Nevada	30%	✓				1975
New Hampshire	8%	✓				1976
New Jersey	11.47%	✓				1991
New Mexico	8%			✓		1986
New York	(N/A)		✓			(N/A)
North Carolina	6%	✓				1982
North Dakota	8%	✓				1980
Ohio	7% systemwide		✓			1985
Oklahoma	11.03%	✓				1985
Oregon	12.3%	✓				1977
Pennsylvania	10%		✓			1980
Rhode Island	17%	✓				1980
South Carolina	24% systemwide	✓				1975
South Dakota	11%		✓			1991
Tennessee	7%-8%	✓				1982
Texas	21.76%	✓				1987
Utah	5%	✓				1980
Vermont	—No maximum security					
Virginia	16.8%		✓			mid-1970s
Washington	11% officers; 25% supervisors		✓			1979
West Virginia	5%	✓				1975
Wisconsin	9.7%		✓			(N/A)
Wyoming	13.7%		✓			1977
TOTALS	—	24	15	6	1	—

carefully and slowly phased women into positions. Still other states have undergone a natural evolutionary process to arrive at a gender-neutral environment.

Sixteen states' spokespersons cited a recognition of equal opportunity issues as their agency's reason for beginning to use women in men's maximum security prisons. In eight states, requests by women officers helped to prompt the opening of positions, and in nine other states, changes were the result of successful litigation by female officers. Reasons cited by other respondents included a decision by a single department administrator, the availability of women in the workforce, and union pressures.

In part because of their differing reasons for beginning to use women in men's maximum security prisons, the states also vary widely in terms of the approach they took. While some states simply announced with no fanfare that all positions would be open to women applicants as of a certain date, others carefully and slowly phased women into positions. In several states (including Iowa, Kentucky, and Utah) the process was evolutionary, with women initially used in non-contact positions and then gradually moved into cellblocks. Others resisted any changes until they were under lawsuit and then relied on the conditions of the decision to guide their implementation.

■ **Implementation Plans**

Almost without exception, agencies did not develop any formal, or even informal, implementation plans when they began to use women in these positions. The only states that did develop formal plans, Ohio and New Jersey, did so as a result of a court decision. A 1984 agreement with the court in Texas also served as a de facto plan in that it divided officers' positions into contact, non-contact, and functional contact. New York did not develop a formal plan, but its process was in line with an agreement between the Department of Correctional Services and the union.

■ **Special Training**

Most states did not provide any special training—either to newly-hired women or to other staff—when they first began to use women in maximum security settings. However, Georgia, Kansas, New York, Ohio, South Carolina, and South Dakota did offer some relevant training at that time. Topics covered usually included gender issues (including EEOC requirements), sexual harassment, and related policies and procedures. New York provided a course entitled "Orientation for Female Staff Working in Institutional Settings"; it was not specifically focused on maximum security settings. Kansas' training, which was provided only to newly-hired women officers, focused on inmate games and manipulation. Illinois, which first used women in maximum security in the mid-1970s, offered training specific to women in corrections only between 1980 and 1982. Several other states, which did not initially

provide training; now include segments on gender issues in their regular training programs provided to both male and female officers. Michigan, among others, addresses "the anatomy of a set-up," sexual harassment, and gender issues in institutions in terms of both staff and inmates.

■ **Mentoring Programs and Support Groups**

Hardly any DOCs provided special support for the first women introduced into maximum security through mentoring programs or support groups. Such programs have been developed in some states since that time, however, and some do exist today. In California, for example, the Women's Liaison provides mentoring programs at Soledad and Folsom prisons, and all institutions in Iowa have support groups for women staff. Oregon's Women's Liaison Council was formed in the late 1970s, but no longer exists. In South Carolina, a Female Officer Task Force meets quarterly with the DOC Commissioner and deputies to discuss issues affecting women officers, and in Minnesota there is an active association called Women in Criminal Justice, which is co-sponsored by the DOC. Other states, including Colorado, Montana, and Nevada, have more informal support groups among women officers.

■ **Staff and Administrator Resistance**

Agencies almost universally encountered resistance from male officers and supervisors when they began to use women in maximum security settings. Resistance ranged from subtle to overt and included passive/aggressive and exclusionary behavior. Some respondents reported that resistance was especially strong in older facilities with established "old boy" networks, where women were intentionally set up for failure. In some cases, according to respondents, resistance was based on the sense that women need protection and wouldn't perform well in emergencies. Administrators sometimes believed that it was "not in the agency's best safety and security interests to use women."

In most cases, administrators addressed problems one-on-one with staff or simply reiterated the new policy in staff meetings. The approach usually was to meet opposition head-on, to announce that the policy was in effect and was not to be questioned. In some states, training was instrumental in addressing staff resistance. In nearly all cases, resistance faded as women proved themselves capable of handling all positions.

■ **Inmate Resistance**

Although there was some resistance by inmates, it was not as prevalent as staff resistance. Male inmates' initial objections to having women in maximum security housing units usually focused on privacy, although some simply objected to women giving them orders. Several states have been involved in litigation by inmates on the issue of privacy, but recent court decisions have not upheld privacy grounds.

■ Physical Plant Modifications

In eighteen states, physical plants were modified to some degree when women began working in maximum security settings. For the most part, however, such modifications were minor, involving added bathrooms for women officers or privacy screens in inmate showers.

■ Comments

Twenty-one of the DOC spokespersons interviewed indicated that, if given the chance to do it over, the department would change its approach to introducing women into posts in men's maximum security. However, their comments varied widely in terms of what aspects of the approach would be changed

Change the time frame—Respondents from five states (Connecticut, Kentucky, Massachusetts, Texas, and Virginia) would have utilized women in male maximum security settings earlier than they did. (In all of these states but Virginia, women reached their present level of utilization in the late 1980s). These respondents indicated that the advantages of using women outweighed any disadvantages and the agencies should have eliminated gender differences in their policies at an earlier date.

- *Provide training and communications*—Seven state respondents (from Hawaii, Iowa, Minnesota, Mississippi, Nevada, Virginia, and Washington) indicated that their agencies would provide more training in the beginning. Iowa would also introduce some support groups for women. Another four (Illinois, Nevada, New Hampshire, and Pennsylvania) emphasized the need for better communications to staff and inmates in the beginning.

Minnesota, for example, suggested that the department would take a more formal stance on the issues of diversity, inappropriate contact with inmates, and sexual harassment and that they would provide this information to all staff, not just women.

The agency spokesperson from Illinois indicated that if the agency were to go through the process again, it would follow the 1986 example of the warden of the maximum-security psychiatric unit. To ensure that the process worked, she met with facility administrators, line staff, union representatives, and new employees to communicate the reasons for the change and expectations for staff performance.

Anticipate staff resistance--Along somewhat the same lines, Kansas would have preferred to anticipate the resistance of staff in advance. They would then have discouraged, in advance, the pranks, harassment, set-ups, and differential discipline faced by the first women in the cell blocks. The spokesperson also noted, however, that in the facility where harassment was initially the worst, women now make up 22 percent of the staff.

- *Phase women into maximum security posts*—Alabama DOC, which first utilized women in maximum security in response to a court order, would have preferred to act on its own and to phase women into posts in maximum security settings. The spokesperson from New Jersey, which did use a gradual, phased integration, also advocated this approach.
- *Develop a plan*—Three state respondents (from North Dakota, Oregon, and Tennessee) specifically stated that, if they were to do it over again, they would develop a formal plan or, at least, focus more on planning than they actually did. The Oregon DOC, for example, which phased women into the housing units principally as a result of a court decision, would institute more planning as well as put women into more positions on its own initiative rather than in response to court action.

Conclusions

Department spokespersons interviewed for this report spoke strongly of the benefits of having women officers in male maximum security prisons. Although they also noted problems such as romances between inmates and women officers, protectionism among male officers, and the occasional difficulty of scheduling with limited posts, conclusions were overwhelmingly positive. In general, spokespersons cited women's calming influence and their ability to control without using force. Central to their comments were observations about the ways women defuse critical incidents with less force, less violence, and less tension.

Those interviewed also spoke of the benefits of having a normalized environment more like the real world to which inmates could return. Several also cited the fact that women help the department maintain full staffing because they are an available work force. More unusual comments noted the fact that there have been fewer grievances since women have been used in maximum security (Idaho), women's presence has made male officers more attentive to assignments (New Mexico), and women are more observant and attentive than male officers (West Virginia). Spokespersons also highlighted the importance of providing women with equal opportunities for advancement within the department,

ALABAMA

Utilization of Women

The Alabama corrections system employs women correctional officers in its maximum security prisons for men. Figures on women's utilization are not available specifically for maximum security, but approximately 20 percent of the correctional officers employed by the state are women. There are no formal or informal limits on the number of women that can be assigned to maximum security. Two men's prisons in the state have women wardens; neither is a maximum security institution.

Women are not used to transport maximum security inmates. They conduct pat down searches on male inmates on a regular basis, but they may conduct strip searches only in emergency situations.

History

Alabama began to assign women to maximum security posts in 1973. This was prompted by a class action suit, although the courts did not specifically order the state to begin the assignments.

The state developed no formal plan for implementation when the decision to do so was made. Women were simply hired to fill vacancies that occurred in the maximum security area. There are no specialized positions; all are treated the same and have the same criteria.

Some modifications were made to the physical plant; for example, half screens were added to shower facilities. Alabama developed limited policies and procedures as a result of women working in maximum security. Inmate rules were changed to ensure privacy of inmates, and officers are required to announce themselves when entering inmate areas.

Staff learned about the decision through the hiring process and did not receive any specialized instructions. The process was not communicated to inmates or the public. Alabama considers the approach to communications "effective enough to get the job done."

There was resistance on the part of male officers until they were instructed that "the policy would be enforced and it was not going to change."

Training

Newly hired women were required to complete a training program provided by an outside agency. The training program was not designed specifically for female officers assigned to maximum security. There was no specialized training provided for female officers in maximum security nor any training to other staff related to introducing women. Recently the state has

included a block of training on women in men's prisons in the basic curriculum.

No training is provided related to women working in maximum security other than basic training. No special support or mentoring programs are provided other than the informal groups formed by female officers themselves.

Comments

Women have been assigned to maximum security as a direct result of a class action suit. The agency would have preferred to make the choice and phase the women into the program.

The agency reported that there are limited advantages to women working in the area of maximum security. A number of disadvantages were cited. As the number of women has increased, some shift scheduling has become more difficult. Inmates are exposing themselves more, and an increase of disciplinary reports has been experienced. Special training has been provided to overcome this increase, and the agency has implemented inmate management courses.

**Respondent: Tom Gilkeson,
Director, Research**

ALASKA

Utilization of Women

Women work in men's maximum security prisons in Alaska, but they are not normally used on the floor in the lock-down unit. One men's facility is run by a women warden, and approximately 14 percent of officers/supervisors in maximum security are women. Correctional officers are assigned in teams of up to nine members, with no limit on the number of women per team.

Women transport maximum security inmates and are permitted to pat search male inmates. Only in an emergency and when no male officers are available may women conduct strip searches of male inmates.

History

Alaska began using female officers in maximum security in approximately 1987 and cites affirmative action as the reason for the decision. Women are considered part of the qualified workforce available for assignment to maximum security units whenever a vacancy occurs. Alaska did not develop a formal implementation plan nor were women phased into maximum security. Correctional officers must meet medical and psycholog-

ical screening standards and, effective January 1991, are police certified.

There has been no resistance to the employment of women in maximum security from other staff. However, their presence at times causes conflicts with Native American inmates. A special effort is made to address cultural concerns during the inmate orientation process. No modifications have been made to physical plants to accommodate women, nor have inmate rules changed.

Training

Orientation training that covers professional conduct, supervision, and inmate games is provided to all staff assigned to maximum security. Inappropriate familiarity with male inmates is addressed through individual counseling and, when necessary, staff disciplinary action. Informal support groups exist for all employees.

Comments

Alaska would use the same approach if the process were to be done again. Women working in maximum security are considered an asset, as the administration has noted that inmates control their behavior and maintain better hygiene when women are present.

**Respondent: Colleen Ewert,
Assistant Superintendent,
Spring Creek Correctional Center**

ARIZONA

Utilization of Women

Arizona employs women in men's maximum security prisons without exclusion from any post. Two men's facilities are run by women wardens, as is one maximum security prison. Approximately 20 percent of officers/supervisors in maximum security are women, an increase since women were first employed in maximum security. There are no limits on the number of women that can be assigned

Women may transport maximum security inmates with no restrictions. Women conduct pat searches on male inmates, but are not permitted to strip search them.

History

Arizona began using women in maximum security around 1980. Equal Employment Opportunity trends are cited as the reason for the agency's decision, which involved no formal implementation plans. All correctional officers, without regard to gender, are required to rotate through different post assignments within a unit and must qualify for assignment to armed posts. Through a process of attrition women were gradually phased into maximum security.

Staff restrooms were added when women were first assigned to maximum security. Inmate rules did not change.

Training

Arizona did not nor does it now provide any specialized training to female staff or to women assigned to maximum security. The agency provides all staff ongoing inservice training related to women working both in men's prisons and in maximum security. There are no special support groups or mentoring programs provided for women assigned to maximum security.

**Respondent: Erv Blair,
Executive Assistant, Adult Institutions**

ARKANSAS

Utilization of Women

Arkansas employs women in men's maximum security settings with certain restrictions, namely, that women may not work in men's living areas. No breakdown is available on the percent of correctional officers who are women. Gender guidelines for security posts are detailed in an Administrative Directive, "Equal Employment Opportunity for Security Officers of Both Genders."

Women are not used to transport male maximum security inmates, nor are women permitted to conduct either pat or strip searches on male inmates.

History

The state began using women in maximum security in 1973. The reason cited was their availability in the workforce. The department did not develop a formal implementation plan when the decision was made, nor was any particular process used to communicate the change to staff.

Women who work in the maximum security area originally were and continue to be volunteers. No changes have been made to physical plants or inmate rules to accommodate women.

Training

Arkansas did not initiate any special training for women first assigned to maximum security, nor was any training provided for other staff. Basic training is provided to all staff upon employment. No special support or mentoring programs are in place for any staff.

Comments

The state has not been involved in any litigation as a result of its equal employment opportunity policy.

**Respondent: David White, Public Information and
Legislative Liaison Officer**

CALIFORNIA

California employs women in maximum security prisons and maximum security units of prisons, with no exclusions on the types of posts or levels of position they can fill. The percentage of female staff is unknown but has increased since women began working in maximum security situations.

No men's facilities are run by women wardens, but until 1990 the Deuel Vocational Institution was run by a woman, who was later promoted to Deputy Director of Parole and Community Services.

The agency does not limit the number of women that can be assigned to maximum security. Correctional officers are assigned by teams, and while there are no formal limits, the respondent noted that the agency tries to include at least one woman on each of the security squads. Because requirements for squad membership are very rigid and involve extensive training, the agency has few women qualified for such duty.

Women may conduct pat searches of the opposite sex but may only perform strip searches in emergency situations.

Mentoring programs for women are in place at the Sole and Folsom prisons and are provided by the Women's Liaison. No information specific to maximum security was available.

**Respondent: Gloria Rea, Correctional Counselor,
Institutional Services-Litigation**

COLORADO

Utilization of Women

Women work in maximum security prisons in Colorado with no post exclusions. A woman serves as the warden of a men's facility, but there are no maximum security prisons with a woman warden. Approximately 6 percent of officers/supervisors in maximum security are women, a proportion that has increased over time.

Women are assigned to transport maximum security inmates, but they must be accompanied by a male officer. Women officers may conduct pat searches. Although departmental policies stipulate that strip searches be conducted by same-sex officers, women are permitted to strip search male inmates in an emergency.

History

Colorado began to use women in maximum security in 1975, a decision prompted by the state's desire to choose the best qualified officers from a list of eligible employees. There was no formal implementation plan when the decision was made to use women in maximum security. Communication to staff was done verbally and through memos.

Women assigned to work in maximum security are considered volunteers and may decline an assignment.

They have been phased into maximum security primarily because they are a small percentage of the workforce. Initial resistance by long-term male staff was successfully addressed on an individual basis.

Restrooms were added to physical plants when women were first assigned to maximum security, but no changes were made to inmate rules.

Training

No special training was provided initially, but at present all staff attend classes during preservice and inservice training on cross-gender supervision and on women employed in corrections. All officers assigned to work in maximum security receive special orientation training. While Colorado does not have formal mentoring programs for women, informal support groups have been formed among female staff. The department provides meeting space for these groups.

Comments

Colorado would not change its approach if given the opportunity. Women are an accepted and equally qualified segment of the workforce. Their presence in maximum security tends to defuse a critical incident rather than escalate one, as can sometimes happen with male staff. The one disadvantage observed is more frequent exposure behavior by male sex offenders.

Respondent: Maurice Hilty, Personnel Director

CONNECTICUT

Utilization of Women

Women are employed in men's maximum security prisons in Connecticut and are excluded from no posts, although there are currently no women in the admissions and processing unit. Three men's facilities in the state have women wardens, none of which are maximum security. Approximately 1 percent of officers/supervisors in maximum security are women. There are no limits on the number of women that may be assigned.

Women are used to transport maximum security inmates, although assignments are made at the discretion of the security major and women are not used to transport violent or aggressive inmates. Women routinely conduct pat searches but may not conduct strip searches except in an emergency.

History

Women were first assigned to control positions in maximum security in 1981. It was not until the appointment of Commissioner Larry Meachum approximately three years ago that women were assigned to all operational areas. Mr. Meachum's assessment was that women had the same training and qualifications as

males and, as part of the available workforce, they should be used in all custody levels. Connecticut has no mandatory staffing patterns or shift rotations. Women choosing to work in maximum security were phased into units, first as officers and eventually as supervisors.

There was no special effort made to communicate the change to staff, inmates, or the public when it was implemented. New officers now are made aware of the policy during preservice training, and many inmates in maximum security are transferred from other institutions within the state already utilizing female staff.

Resistance from other staff was addressed through roll call announcements and ongoing training on professionalism. No initial physical modifications were made when women were assigned to maximum security. Eventually shower areas and locker rooms were added, but this was not a major renovation effort. A change in inmate rules stipulated that sexually explicit material and pictures with nudity could not be displayed on housing unit walls.

As a result of women working in maximum security a policy banning the display of sexually explicit material was instituted not only in inmate housing areas but throughout the department. The agency did not develop any other policies and procedures as a result of women working in maximum security.

Training

Women were not initially singled out for any specialized training, nor was training provided to other staff relating to women being introduced into maximum security. All staff receive ongoing training in areas such as professionalism and ethics, inmate supervision, and working in multi-cultural environments. The warden's office has an open door policy for all staff with problems or special issues. No formal mentoring or support programs are provided for women.

Comments

The assignment of women to maximum security has been very successful. The advantages, however, are predicated on the merits of the individual officer.

If the state could do it again, the policy would have been implemented much earlier and with a larger percentage of women.

Respondent: Lawrence Tilghman,
Warden, Connecticut Correctional Institution

DELAWARE

Delaware declined to participate in the survey because of pending litigation.

FLORIDA

Florida is in the midst of litigation on this issue and declined to take part in the interview.

GEORGIA

Utilization of Women

Women work in maximum security prisons in Georgia, but only in positions outside the housing units. Women have no direct contact with male inmates. Four facilities in the state are run by women wardens; none is a maximum security prison. The spokesperson indicated that approximately one-third of officers in maximum security are women, an increase since women were first used in maximum security.

Women are not used to transport maximum security inmates. They are permitted to conduct pat down searches only if necessary and are prohibited from conducting strip searches except in emergencies.

History

Georgia began to use women in maximum security in the early 1970s. Prompting the agency's decision to use women were the availability of women candidates, interest on the part of women applicants, and state and federal EEO laws.

No formal implementation plan was developed when the decision was made to use women in maximum security. The agency began by assigning women to clerical and non-contact positions. The first women who worked in maximum security were volunteers. Recently, some have become supervisors.

Communications were through memos and role-call training to the staff and in memo form to the inmates. Some articles were written in the newspaper for the general public. The department spokesperson believes that the approach to communications was effective. The agency did not develop any policy or procedure as a result of women working in the area but indicated that new gender-specific policies are being developed.

There was some resistance on the part of the male officers and from male inmates who did not like women giving them orders. The department addressed the resistance of male officers through training seminars and role-call training.

Criteria initially used to select women to work in maximum security were the ability and interest of applicants; there has been no change since that time. No modifications have been made to physical plants or inmate rules.

Training

No training specific to women was provided to women working in the maximum security area. The department did provide training for other staff to intro-

duce women in the area. Topics covered were women in corrections, rights of women, and equal opportunity. No ongoing training is provided. The agency did not provide any support group or mentoring programs and none have been developed since.

Comments

The spokesperson indicated that Georgia would not change its approach to assigning women in maximum security. An advantage of women working in maximum security observed by the agency is the increase in the available work force.

*Respondent: Jerry Thomas,
Superintendent, Georgia State Prison*

HAWAII

Utilization of Women

According to the DOC spokesperson, Hawaii's use of female staff in correctional facilities is influenced by the islands' culture, which includes people of several Asian and Pacific nationalities that are more protective of women than the mainland U.S. culture. Women hold posts in maximum security but may not work in the housing units, where strip searches are an integral part of security. The agency believes that if women held these posts, the inmates would be able to successfully challenge the agency on privacy grounds.

The state's corrections system has had several female wardens of male facilities; there is only one maximum security facility. Women make up about 5 percent of the system's correctional officers and supervisors, and the agency makes a point of hiring and promoting women when possible. As increasing numbers of women have applied for correctional officer positions there has been an increase in women staff.

History

Hawaii began hiring women correctional officers in about 1981, generally because of awareness of equal employment opportunity rulings elsewhere. After deciding to hire women, the agency began picking up any appropriate female applicants, as high as 70 to 80 percent of female applicants. EEO training provided to supervisory staff, as well as word-of-mouth communication, may have led to more hiring of women.

Communicating the inclusion of women to other staff was accomplished through EEO training to administrators and supervisors as well as education on the law through posters, memos, briefings, and meetings. The information was available to the public through employment advertisements and state EEO activity. This approach seems to have resulted in a significant evolution in attitudes about women in corrections.

No physical plant changes were made to adjust for women's presence in correctional facilities. Privacy became an issue in the medium security facility, where strip searching was ended because women had a significant potential to witness it. After strip searching was eliminated there, problems with contraband and weapons increased. The facility now uses privacy screens. The only policy change made for women staff relates to pat searching: cross-sex pat searching of visitors is not allowed, although women staff may pat-search male inmates. Women also may not obtain urine samples from male inmates.

There has been no resistance to the concept of women working in maximum security positions, although it is likely that resistance would be met if women began holding posts within the housing areas. Mainly, it is expected that the inmates would object on privacy grounds; the agency also anticipates that the male correctional officers themselves would resist the change. In the meantime, female correctional staff are not particularly pushing for module posts and have equal promotional opportunities with the men who do staff the modules.

Training

Criteria for hiring are the same for men and women and for all security levels. All new correctional officers have the same training opportunities. All receive general training in security; once on the job, staff learn the specifics of their posts. Basic correctional officer training discusses how women fit into overall facility security, but it is not specific to maximum security. No mentoring or support programs are offered to women maximum security staff. About five to ten women are rotating through these posts.

Comments

The agency would do most things the same if it were now beginning to include more women staff. It would, however, develop training specifically for women correctional officers in EEO issues, supervising male staff, and inmate games. Women in administrative positions already get sufficient training in these areas, but the security staff need more than they receive.

Benefits of having female correctional officers relate to their ability to diffuse tensions and tone down the harshness and violence of the facility environment. Men who aren't visited by women friends or family also benefit from having a chance to interact with women staff. Again, some of this soothing effect is reflects the cultural predisposition of groups represented in the inmate population.

*Respondent: Cinda Sandin, Residency Section
Supervisor, Halava High Security Facility*

IDAHO

Utilization of Women

The Idaho Department of Corrections has employed women in men's maximum security units since 1984. The DOC has no women wardens in its seven facilities, but women make up about 7 percent of the system's correctional officer/supervisor workforce. A new facility was opened a year and a half ago for male maximum security inmates; staffing for this facility included women from the start. There are no exclusions on the posts filled by women, nor are there any limits to the number of women that can be assigned to maximum security. Although the agency prefers that male staff conduct strip searches, women may do so in emergency circumstances.

History

Women began to be included in maximum security staff because of then-current EEO rulings, and because women were requesting assignment to those facilities/units. There was no formal implementation process; jobs in the maximum security cellblock were simply opened to female applicants. The change was communicated informally through meetings and through one-on-one contacts as administrators were out in the facility. The inmate population and the public were not included in any communication efforts.

Male corrections officers did exhibit some resistance to the change and still do; the notion of the prison as a male environment and a sense that women are "the weaker sex" and need protection are holding on somewhat. Agency administrators continue to talk in an informal-education manner about these issues, with individual staff if needed. They watch their staff closely to make sure that correctional officers on the maximum security units get along. To adjust for the presence of women correctional officers, the agency added privacy screens and instituted a new rule against pornography on cell walls.

Training

Any staff who complete the five-week academy training are eligible to apply for maximum-security posts. New staff in maximum security receive additional training after they are assigned to the post; this is the same for men and women. No ongoing training is provided specific to women in maximum security or in men's units. When women were new to these posts, the agency provided information to both men and women staff on the kinds of issues they anticipated would come up, e.g., inmate games and sexual harassment, and a grievance avenue was set up to help the women deal with the change.

To date, there is no formal support system, although the warden and captain keep in contact with staff and monitor how things are going.

Comments

The respondent indicated that the agency is satisfied with its transition process. Since women have been used in maximum security units, inmate grievances have dropped considerably. In the facility as a whole, grievances dropped from fifty to seventy per month to a high of about fifteen. Death row and administrative segregation complaints dropped as well. This is due partly to design of the new facility, but the respondent noted that it may be because most of the medical staff are women, a number of the correctional officers are women, and the female associate warden gets into the cellblocks weekly as a liaison. The inmates are said to be calmer and to deal with women staff on a different level than they do men. On the negative side, the agency has lost four women correctional officers who quit to pursue love affairs with former inmates.

**Respondent: Debby Shields, Associate Warden
Idaho Maximum Security Institution**

ILLINOIS

Utilization of Women

Under an agreement with AFSCME, women staff of the Illinois DOC can hold any post in men's maximum security facilities. However, women are prohibited from performing direct supervision of open showers and toilets and from conducting strip searches. Pat searches are allowed. Officers of neither sex are allowed to conduct cross-sex shakedown searches of visitors. Two men's facilities are run by women wardens, and one maximum-security facility is headed by a woman. Among officers and supervisors in maximum security, 9.6 percent are women.

History

The DOC began using women in maximum security positions in the mid-1970s. Reasons for doing so were: 1) the existence of civil rights laws and the potential for litigation; 2) the desire of women staff for the higher-paying maximum security jobs; and 3) unionization involving a contract that made no differentiation between male and female staff. There was no formal plan for providing women entry into maximum security positions. At that time, staff including women applied for positions at particular institutions and were assigned to posts. When the unionization occurred, the agency's "matron" position was dissolved and became a correctional officer position.

Resistance was an issue at the outset. Inmates filed suit unsuccessfully on privacy grounds. In response to

correctional officers who objected, the agency enforced its policy of equal assignments and took steps to ensure that attitudes did not interfere with job performance.

Training

Although women began staffing maximum-security posts in 1976, the agency offered training specific to women in corrections only between 1980-82. Content covered human relations, self-defense, and harassment issues. The program was offered at four maximum security institutions and was provided for a cross-section of employees rather than only correctional officers. Current training provided to all correctional officers includes an ethics segment that deals with race and gender relations; there is no training specific to women in men's prisons or in maximum security.

Comments

If the agency were going through the process again, the agency spokesperson indicated, it would probably expand its communication, following the example of the psychiatric unit: Warden Flanagan of the maximum-security psychiatric unit decided to include women correctional officers in 1986 and took distinct steps to ensure that the process worked. First, she met with the facility's administrative staff to share the reasoning behind the decision and respond to concerns regarding inmate privacy. Second, she talked to line staff and union representatives to communicate the intent that women would be treated in the same manner as men. Third, she met with all new employees to discuss expectations for their performance.

Agency staff believe that women's presence in maximum security improves male inmates' temperament and mannerisms. In the more normal environment that results, there is less "macho" behavior; inmates benefit from observing the women officers using their brains rather than brawn and relying on verbal interactions for conflict resolution.

On the down side, women staff are subject to harassment from the inmates. The agency also has had problems when non-ideal female staff did not handle their responsibilities well, resulting in bad reactions from some of the male inmates they supervised.

***Respondent: Janet Richmond,
Affirmative Action Officer***

INDIANA

Utilization of Women

The Indiana Department of Corrections employs women in men's maximum security facilities, but only in its new super-max locked-down control complex do women staff the housing units. There are no women staff at the diagnostic/classification center; at the state's

other two facilities housing male maximum security inmates, women are limited to control, visitation, tower, telephone, and information posts. They are excluded from contact positions including housing units and the cafeteria, but do hold hospital posts.

Women are limited to forty posts at one of the facilities housing male maximum security inmates and eighteen posts at the second. The agency considers these limits to be informal. Women do not transport maximum security inmates. Same-gender pat searches are preferred in most facilities and required in maximum security. No women other than medical personnel may conduct strip or body cavity searches of men.

About 5 percent of correctional officers and supervisors in maximum security are women, and the number is increasing. No men's facilities are run by women wardens, but the warden of the women's maximum security prison is a woman.

History

The DOC began hiring women for non-control posts in men's maximum security in about 1973. A suit by women staff of the minimum and medium-security facilities led to agreed entry around 1982 or 1983. Although maximum security facilities/units weren't explicitly involved, the agreement was understood to extend to maximum security. The current commissioner was behind the inclusion of women in the housing units of the new super-max facility, and their use is considered something of an example or a trial run in the DOC.

No implementation plan followed the entry agreement for minimum and medium security. The agency first identified non-contact and minimum-contact positions that would be suitable for women correctional officers and then hired women who were assigned to fill the posts. Criteria were the same as for other correctional officers. No special training or sensitivity information was provided to these women, and there was no effort to communicate the process to staff, inmates, or the public.

No changes have been made to DOC inmate rules to accommodate women staff. Physical plant adjustments include, in medium security, half-doors for privacy. At the new supermax facility, the DOC is adding a cellophane coating to the clear bathroom doors.

Some resistance has come from administrators who expressed the belief that inclusion of women was not in the agency's best safety and security interests. Accordingly, women are still excluded from certain positions in maximum security. The respondent alluded to the large multi-tiered cellblocks as being less than a good environment in which to introduce women staff.

Male inmates in medium security have filed lawsuits related to privacy as recently as this year, but the respondent indicated that where women are being used, it's working well.

Training

The DOC did not provide special training to the first women used in maximum security or to their peers, nor is any training now offered on use of women in men's prisons or in maximum security. The respondent indicated that some type of training may be under development in one maximum security facility or the new supermax facility. No mentoring or support has been provided.

Comments

According to the respondent, the agency would not use the same implementation process if beginning again to include women. However, there is no clear direction the DOC would take instead.

Advantages to having women working in maximum security are their calming effect and their ability to exert control in a non-physical, non-macho manner. Their presence keeps the facility climate on an even keel.

The agency has experienced problems related to trafficking and sexual relationships involving both inmates and other staff. The respondent said the nursing staff was a bigger problem than custody staff and that low pay has tended to attract women who are more vulnerable to these situations. Training could likely offset the problems if it were provided

Respondent: Colleen Truden, Staff Counsel

IOWA

Utilization of Women

Women in Iowa's maximum security facilities are eligible for any post and their numbers are on the increase. Women now make up about 6 percent of officers and supervisors in maximum security. The DOC has no restrictions on the number of women that can staff maximum security. In transporting prisoners, at least one officer must be the same sex as the person being transported. Women are required to perform pat searches as part of their job, but women do not perform strip searches.

History

Women began to hold posts in men's maximum security somewhere between 1972 and 1975. This was not related to a decision; instead it "just happened." Women had been staffing female maximum security, but until this time there weren't enough women working in men's facilities for them to have ended up in maximum. Over time, there ended up being women staff who agreed to accept posts in men's maximum security, either as correctional officers or in supervisory positions. The agency now uses a rotation system through which all staff are required to work all posts.

Women were not actually phased into maximum security positions, but they were initially assigned to non-cellhouse posts, which allowed other staff to get used to their presence. Women were then used in housing units and senior correctional officer posts.

The agency made no permanent changes made to the facility physical plant to allow for the presence of women correctional officers. However, inmates are provided lap towels for showering, and the shower facilities include moveable screens that shield the inmates from the knees to the shoulders.

There was no particular effort to communicate with staff regarding the use of women correctional officers in maximum security. The public had access to the information via the state merit system, where candidates could get information on what available positions would entail.

Resistance came from line staff, supervisory personnel, and managers. The administration's response was basically, "Too bad; it's time for women to be included."

Training

Correctional officer criteria are the same for men and women at all security levels. Pre-service and in-service training is the same for all correctional officers and includes some discussion of cross-sex supervision, equally applicable to men and women correctional officers working at all security levels. There is no mentoring program nor support group specifically for women in maximum security, but all DOC institutions have support groups for women staff.

Comments

The DOC would do most things the same way, but if beginning to use women in maximum security today would add sensitivity training for existing cellhouse staff—units managers, counselors, correctional officers, etc.—and for incoming women correctional officers. Support groups would also be in place ahead of time.

Respondent: Fred Scaletta, Manager, Institutions

KANSAS

Utilization of Women

Women have held correctional officer posts in men's maximum security facilities in Kansas for several years, but until 1985 could not work in the cell blocks. The decision to open posts to women gave them access to experience and promotions. Depending on the facility, women make up from 10 to 22 percent of the correctional staff in maximum security. Women are excluded from no posts but do not generally perform strip searches unless there is an emergency.

History

Court decisions in other states led Kansas to open cell blocks to female correctional officers. The respondent indicated that the fact that the DOC secretary was a judge may possibly have led to their inclusion even in the absence of the court decisions. Agency administrators discussed the change for about a year before it was implemented, but there was no formal plan for doing it.

The decision was communicated through management meetings, the DOC's twice-yearly all-staff meeting, and supervisory training. Agency bulletin boards were posted with the announcement that all correctional officer positions would be open to staff of either sex; the action opened positions in women's facilities to male staff as well. Inmates learned of the change through the grapevine. No public statements were made, although recruitment materials included information on the open nature of assignments.

The agency faced a great deal of resistance on the part of male correctional officers, particularly in older facilities with established "old boy" networks. The male staff were fearful that there would be rapes and harassment problems from the inmates. There were instances in which the female correctional officers were set up for failure or received harsher disciplinary actions than their male counterparts. Central office quashed these activities when they came to light and dealt with problems through meetings, EEO and sexual harassment training, and grievance mechanisms.

Training

The DOC does not provide specialized training or support systems to the women who work in male maximum security posts. At the time of the transition, newly hired women correctional officers—not those who had been on non-cell-block posts prior to 1985—received an additional day of training on inmate games and manipulation. Male and female correctional officers receive identical training now, and the agency's normal supervisory training covers sexual harassment.

Comments

The DOC would "probably not" rely on the same transition scheme if it had it to do over and would prefer to have anticipated the staff resistance problems. More advance warning would be given to discourage the pranks, harassment, set-ups, and differential discipline faced by the first women in the cell block posts before they began. However, things balanced out: at the facility where harassment was the worst, women now make up 22 percent of the staff.

No problems have arisen with the male inmates or facility security since women entered the cell blocks. In fact, the inmates are easier to handle and better behaved.

**Respondent: Jacque Gartin,
Public Information Office**

K E N T U C K Y

Utilization of Women

Women staff all posts in Kentucky's single maximum security facility, with the exception of the common shower building. This is the only post that is considered sex-preferential. Two staff are required for transporting male maximum security inmates, and at least one must be a man. Thirty out of 223 correctional officers in maximum security, or about 13 percent, are women. Two of these women are in supervisory positions. Currently the state has no women wardens of men's facilities, although it has in the past.

History

Women have held various positions in maximum security for so long the agency can cite no start date. However, before about 1976 women correctional officers did not hold cellhouse positions in any of the state's facilities, instead staffing non-contact posts such as the control centers, yards, and remote surveillance. Women correctional officers began to be placed in contact positions in medium security facilities around 1976, and though their use gradually spread through the system, it was not until about 1987 that women correctional officers began to staff cellblocks at the men's maximum security facility. Criteria for these posts were the same as those for all correctional officer posts and offered the same pay.

The incoming warden of the maximum security facility in 1987 opened cellhouse posts to women so that they would have equal opportunities for professional experience and promotional opportunities. There was no lawsuit or specific event that led to the decision; it just reflected "the times" and changes in the workforce. Women also were appearing with greater frequency on the state merit register, through which candidates are identified. The women correctional officers being added to the maximum security cellhouse posts tended to be new hires rather than those who had already held non-contact positions.

A factor that temporarily delayed use of women correctional staff in contact positions was a 1984 murder of a female member of the kitchen staff. It was later found that, in fact, there have been proportionately fewer assaults on women staff.

Implementation

Women's inclusion on all maximum-security posts was evolutionary and accomplished without an implementation plan. Once it was determined that women should be included in all posts, women were automatically included on staffing rosters. Supervisors were required to turn in their rosters to prove that staffing was being done appropriately. Those that were not including women at an acceptable level were

nudged. Some women were also proactive in requesting varied positions.

The agency encountered resistance from supervisors, who did not want to do away with male-only posts, especially after the 1984 murder incident. This was addressed through monitoring to ensure that women were getting equal promotional opportunities and experience. A formal policy was finally instituted that defined the correctional officer position as gender-free.

Inmates complained about women correctional officers on privacy grounds because cell toilets are adjacent to walkways. However, there were already half-door screens in place even before women were added to the housing units, so the administration held its ground. There were no modifications made to the physical plant or to inmate rules.

Training

Selection criteria are the same for all correctional officers at all levels of security. Over time, they have expanded to include more education and/or work experience, but this is not related to women's inclusion. The DOC provides no training specific to women in maximum security or in men's facilities; some staff are sent to National Academy of Corrections training that covers these topics.

No support groups are provided for women staff. The agency did offer support groups for all staff following some stress studies, but there was insufficient interest for them to be continued. Referrals to employee assistance programs have replaced the support group concept.

Comments

With the opportunity to begin again, the agency would probably expand its use of women staff even earlier than it did. Women influence the inmate population toward cleaner language, calmer behavior, better communication, and less confrontationalism. They have made the institutional environment healthier and more normal and have taught male staff and inmates other ways of dealing with conflict. Nevertheless, women have had to tackle men on occasion, and they do.

In terms of problems associated with women staff, there was some paranoia about assaults that turned out to be groundless, and there were some harassment charges made against male supervisors of women staff (not within the security ranks, however).

**Respondent: Bill Sebo, Warden,
Kentucky State Penitentiary**

LOUISIANA

The Louisiana prison system houses male maximum-security inmates at the Angola State Prison, as well as offenders classified at lower security levels.

Women are employed in the facility but hold no posts in male maximum-security sectors.

**Respondent: Michael J. Gunnels,
Assistant Warden, Angola State Prison**

MAINE

(Interview unavailable; budget crisis delayed contact.)

MARYLAND

Utilization of Women

Women work as officers in both Maryland's maximum and super-maximum prisons for men. Although no women are superintendents of men's prisons at present, Maryland had perhaps the first woman superintendent of a men's maximum facility. The institution had a woman superintendent from 1973 to 1979; from 1979 to 1981 another woman headed the institution; and from 1981 to 1991 a third woman was superintendent. As of June 30, 1990, 33 percent of officers in maximum security were women; 8 percent of supervisors (rank of lieutenant or above) were women. There are no formal or informal limits on the number of women who can be assigned to maximum security.

Women are used to transport maximum security inmates, but at least one of the two officers must be male. Women may frisk search male inmates, excluding the groin area, but they are not authorized to conduct strip searches.

History

Women were first used in men's maximum security prisons in 1975 or 1976. They were first used in areas other than housing. Beginning in 1980-81, they were assigned to housing tiers.

Maryland made no special efforts or policy changes in introducing women to maximum security. Women simply began to apply for positions as correctional officers and passed the written tests and background checks. They were then assigned throughout the system, including to maximum. At the time they began to work as correctional officers, they were also assigned to maximum security positions.

There was some resistance, which was handled informally through roll call briefings in which acceptance of women was encouraged. Like other officers, women agree to work in any facility near their home to which they are assigned and on any shift to which they are assigned. The first women in maximum security were thus assigned to work there. Criteria for selecting women officers were the same as for men.

When women were first assigned to the Reception Center, privacy was provided to inmates through partial

frosting of the doors to cells. The institution also developed the policy of having women officers announce their presence in a cellblock. No changes were made in inmate rules; inmates are expected to be dressed and not to show disrespect, but this does not apply specifically to dealing with women officers.

Training

No special training or mentoring programs exist in Maryland.

Comments

Maryland would use essentially the same approach if it had it to do over. There have been no significant problems or opposition related to women officers in men's maximum security institutions.

***Respondent: Ron Dorn
Assistant Director, Security and Operations***

MASSACHUSETTS

Utilization of Women

Women make up less than 5 percent of the correctional officer/supervisor staff in Massachusetts' maximum security prison. They are eligible to staff all posts except for those in segregation units, and there must always be a second officer in a housing unit staffed by a woman correctional officer. Women have a choice of whether to conduct pat searches of male inmates and may not perform strip searches. The state corrections system includes one men's facility that is run by a woman warden.

History

Women began to hold posts in maximum security in 1972. The DOC at that time began to hire women correctional officers to process visitors rather than hiring matrons. By 1980, women were in positions throughout the facility, including contact posts. However, there were relatively few women employed, and the agency did little hiring during a lengthy gap in new facility construction. Female staff filed a suit sometime around 1985 to force the agency to correct deficiencies in hiring and promoting women; the suit was settled within the past year.

The agency had no plan for including female staff in maximum security positions. Qualified female applicants were hired for correctional officer jobs as appropriate; the first women to work in men's maximum security had applied specifically for correctional officer jobs in the maximum security prison. There was no effort beyond an announcement to communicate to staff or inmates the fact that women were being hired; the women were simply assigned and began filling the posts. Male correctional officers did resist women's

inclusion because of fears that women would not perform as well in an emergency. The administration addressed these fears by emphasizing that the women were trained equally well; currently there is no remaining resistance to the female staff.

Training

Criteria for selection of female officers are the same as for men, and these criteria are the same for all post assignments. Training provided to all correctional officers does not specifically address any aspect of women working in men's units or in maximum security. There have been no formal or informal mentoring programs or support groups.

Comments

The DOC is satisfied with its processes for deploying women in maximum security, but would begin the process of hiring and promoting women earlier if the past could be re-lived. Women are seen as particularly useful for handling female visitors and children. The only difficulties in using women staff relate to limits imposed by rules, such as the inability to assign two women to the same housing unit or to assign a woman who chooses not to perform pat searches to a corridor security post.

***Respondent: Peter Argeropolos
Associate Commissioner***

MICHIGAN

Utilization of Women

Michigan employs women as officers in men's maximum security prisons in all posts except those in which a large portion of the job is performing strip searches, such as shakedown rooms. About 16 percent of officers in maximum security are women; this represents a slight increase from 13 percent in 1983. There are no formal or informal limits on the number of women that can be assigned to maximum security.

Four men's facilities in Michigan have female wardens. Institutions in the state are classified as levels one through six. A woman is warden of a level-four institution, which is considered medium-maximum.

Women seldom transport maximum security prisoners, although there are no formal restrictions preventing their doing so. Transportation is a bid job, and it is customary for officers with seniority to do it.

Women may do pat searches. By policy, opposite sex officers may not perform strip searches except in an emergency, if as a supervisor they are required to observe strip searches under certain situations, or if they are transportation officers.

History

Michigan first hired women for positions in maximum security in 1983. The action was a result of a November 1982 federal court order prompted by a suit brought against the department by women officers. In addition to mandating the hiring of women for maximum security, the court order also required the state to pay damages to women officers.

There was no formal or informal implementation plan. The director simply announced that the case had been decided and women were to be eligible for jobs as officers in maximum security. No special communications were given to other staff, inmates, or the public.

Resistance on the part of male officers and supervisors was, for the most part, subtle rather than overt. Because the change came as a result of a court order, there was perhaps less open resistance than there would have been if it had been the result of departmental directive.

The first women in maximum security were assigned but were essentially volunteers, as they had requested placement in specific institutions. Criteria for selecting women for maximum security were the same as for men. The criteria have not changed, nor do they differ for various security levels.

Michigan modified physical plants, where possible, by installing privacy panels in showers and baths. There were no changes in inmate rules as a result of women working in maximum security.

Training

No specific training was initially provided to women in maximum security or to other staff. Today, three of Michigan's training programs touch on the issue of women working in men's prisons:

"Anatomy of a Set-Up"-Although not specific to females, the course does have some material dealing with women as potential dupes of inmates; given to all new employees.

"Sexual Harassment"-Required of everyone, from supervisors on down.

- A course for the new employees that addresses gender issues in institutions in terms of staff and prisoner attitudes.

No mentoring programs were available in the beginning, nor do any exist now.

Comments

The department spokesperson suggested that the director at the time knew there would be resistance on the part of other staff to the idea of women working in maximum security positions. There was some element of utility, therefore, in having the court order dictate the

change instead of simply issuing a departmental directive.

The paternalistic that prevailed several years ago has diminished somewhat, in part because women have performed well at all posts, including maximum security. The spokesperson indicated, however, that the department would probably not change its approach if it had it to do over.

The spokesperson suggested that among the advantages in having women work in maximum security is that women bring a different perspective and approach to problem-solving than men. That is, they are inclined to be less confrontational and likely to have a different philosophy on the use of force. Their influence has made some difference, especially in the level-four institution which had a woman warden.

It is also good that 50 percent of the talent pool is not excluded from participation. The department is always looking for good people to move into positions of authority. When women get broad experience, including maximum security, they are more likely to qualify for these higher level jobs.

The agency has experienced some problems from having women in maximum security. There has been some litigation on the issue, initiated by inmates on the basis of invasion of privacy or violation of religious rights. In balancing their First Amendment rights against the needs of women officers, the court has usually found in favor of using women in all posts.

In 1987 a woman officer was sexually assaulted and murdered. Although a male officer in the same institution was murdered a short time later, there was some sentiment in favor of not allowing women in maximum security. Related legislation was introduced, which was unsuccessful. However, the event did alert the department and staff to the dangers inherent in maximum security, with the result that inmate movement is watched more carefully and staff are generally more security-minded.

**Respondent: Marjorie Van Ochten,
Administrator, Hearings Division**

MINNESOTA

Utilization of Women

Women work in men's maximum security institutions in Minnesota but are excluded from squad positions, transportation, and intake. Approximately 15 percent of officers and supervisors in maximum security are women, which represents an increase over time.

In Minnesota's men's maximum security prison, there may be no more than one woman officer per unit. In the state prison with a men's maximum unit, there is no limit on the number of women officers.

Women are not permitted to transport male maximum security inmates. They may conduct pat searches but not strip searches.

History

Women were first used in men's maximum security in 1972. The move was taken in response to Minnesota's Human Rights Act and the growing emphasis in society on civil rights. The state did not develop a formal implementation plan. Women were simply asked to volunteer to take the same exam as men. Women officers have always been selected according to the same criteria as men.

The change was communicated only through staff meetings and routine memos. There was no special communication process to the public. Inmates were given special notification, as rules pertaining to certain behaviors changed. The department modified physical plants by adding privacy screens for inmates and converting a male officers' bathroom for use by women officers. Rules for inmates changed to specify that they could not be nude or engage in certain sexual behaviors when women officers were present.

Training

No special training or mentoring programs were provided initially, although there were some informal discussions of the issue in staff meetings. Minnesota now provides training on the topic of women in men's prisons, but nothing specifically addressing the issue of women in maximum security. Women have no special mentoring groups, although there is an active association co-sponsored by the DOC called "Women in Criminal Justice."

Comments

In looking back at the approach Minnesota took to beginning to use women in men's maximum security, the spokesperson indicated that the state should have provided more training. He specifically mentioned the need for more formalized departmental stances on the issues of diversity, inappropriate contact with inmates, and sexual harassment for all staff, not just women. He indicated that the state now sees the importance of not singling out women for special treatment, but developing inclusive, gender-neutral policies and training.

He mentioned as an advantage to having women in maximum security their calming effect on inmates. He indicated that the only problem the state has had with women in men's prisons is that some have been involved in inappropriate relationships with inmates.

**Respondent: Henry Wesley,
Assistant Director, Personnel**

MISSISSIPPI

Utilization of Women

Mississippi uses women in men's maximum security prisons, but not in contact positions. Women can occupy perimeter and interior control towers and control booths only.

Approximately 30 percent of officers in maximum security are women; this represents an increase over time. There are no formal limits on the number of women that can be assigned to maximum security, but the department does not want to hire more women than are required to fill the specific posts for which they are eligible. There have been no problems for women in terms of advancement; a fair number of women officers have become sergeants, lieutenants, and majors.

Women do not transport maximum security inmates. Women may conduct pat searches in minimum but not maximum security units. They may not do strip searches.

History

When there was a large increase in the number of prisons in the late 1970s, there was a sudden surge in the number of department employees. At that point, the department hired women for full-time positions in maximum security. Prior to that time, a number of wives of correctional officers worked as part-time "search matrons." These women tended to become the first full-time women officers in maximum security because they had experience.

There was no formal communication to staff, inmates, or the public when women were first introduced into maximum security. Male officers opposed the concept at first; the department handled their objections by explaining that women had to be hired because not enough men were available and that women would not work in contact positions. Male officers had no trouble with women in towers, "especially if they could shoot."

The first women in maximum security were volunteers. Criteria included experience in tower positions. No modifications were made to physical plants.

Training

No special training was provided related to women in maximum security. On-the-job training provided informal opportunities for women to ask specific questions. A few hours of the regular training program are devoted to the subject of women officers, but most training is generic. All entering officers, whether male or female, are matched with more experienced officers. The department tries, where possible, to match women with women.

Comments

The department would make no changes in their approach, except that given current research, they would probably provide more formal training.

**Respondent: Joe Cooke,
Chief Plans and Programs Division**

MISSOURI

Utilization of Women

Women may work in all posts in Missouri's men's maximum security prisons except 1) those that involve ongoing and constant supervision of shower activities; 2) those that involve ongoing monitoring of the taking of urine samples; and 3) those whose sole activity is to perform strip searches.

Approximately 20 to 25 percent of officers in maximum security are women; this represents an increase over time. There is no formal or informal limit on the number of women that can be assigned to maximum security. It is customary for two officers to be used to transport maximum security inmates; a woman may be one of those officers. Women may conduct pat searches, but not strip searches except in emergency situations. (No cross-gender strip searches are authorized.)

History

Women were used only in non-contact positions until the director issued a directive in 1986. Missouri began using women in maximum security because officials believed women could do the job. Administrators also wanted women to have the opportunity to acquire the widest possible variety of work experience so that they could achieve higher positions with the department.

There was no formal implementation plan at the beginning. In 1987, however, the director built in a monitoring system because the initial directive was not being followed. In addition to regular information provided to the director, institutions were required to provide counts of male and female officers. The Human Relations Officer does an audit and an onsite visit annually to check compliance.

The new policy was communicated at a regular superintendent's meeting in 1986. There was no formal communication of the policy to inmates or the public. No resistance to the plan emerged publicly, but the respondent believes that there was some resistance.

Some of the first women who worked in maximum security were assigned to do so; others were volunteers. The department has dismissed at least two women who refused to work in men's housing units.

Superintendents of institutions established criteria used to select the first women to work in maximum

security, as they would for any other staff assignment. That policy continues, and criteria have not changed.

No modifications were made to physical plants, nor were any changes made in inmate rules to accommodate women working in maximum security.

Training

No specific training was provided to women in maximum security, although there were informal self-help groups. The assistant warden at one institution put together a group. Other staff did not receive any special training related to introducing women into maximum security. At present, there is no special training or mentoring program provided to women working in men's prisons.

Comments

If the agency were to begin the process again, it would develop a mechanism for monitoring use of women in maximum security from the beginning.

**Respondent: George Lombardi, Director,
Division of Adult Institutions**

MONTANA

Utilization of Women

Montana has employed women in its men's maximum security unit since about 1985, with no restrictions on the types of posts women can fill. There is only one men's prison in the state, which has a maximum security unit to which approximately 20 officers are assigned per day on a rotating basis. Consequently, a woman is assigned only every couple of weeks. No women are serving as wardens.

There are no formal or informal limits on the number of women that can be assigned to maximum security. Women may transport maximum security inmates, conduct pat searches, and conduct strip searches.

History

The department began using women in maximum security units in response to changing attitudes and a changing workforce in 1985. It did not develop a formal or informal implementation plan but simply announced that women were eligible for all posts. Officials made no special effort to communicate the new policy.

There was resistance on the part of both male officers and inmates to the new policy. Inmates filed an unsuccessful lawsuit. Male officers were less direct in their opposition, which was manifested in passive/aggressive and exclusionary behavior. The department met the opposition head-on, stating that the obligation to equally use women outweighed other concerns.

The first women to work in maximum security were assigned but had the option to refuse. Criteria for selecting

women for maximum have not changed and are gender-neutral. No modification was made to the physical plant, nor were changes implemented in inmate rules specifically because women were in the housing units.

Training

No special training was or is provided related to women in maximum security. Training is provided to both male and female officers on the topic of sexual harassment. Informal groups have been developed by women staff, although no formal mentoring or support groups exist.

Comments

The spokesperson indicated that Montana would not change its approach to using women in maximum security. The main benefit of having women in maximum, according to the spokesperson, is their calming effect on inmates. It is also imperative for the advancement of women that they have the opportunity to learn all posts, including those in maximum security.

Problems cited include the tendency of some inmates to act inappropriately around women officers and the tendency of some women to fall in love with male inmates.

**Respondent: Jack McCormick,
Warden, Montana State Prison**

NEBRASKA

Utilization of Women

Women work in Nebraska's men's maximum security prisons, with no exclusions on the types of posts they may hold. Women make up 12.8 percent of the officers/supervisors in maximum security. One men's facility in the state is headed by a woman.

Women officers may transport male maximum security inmates, although there is an unwritten policy requiring one transport officer to be of the same sex. There is no restriction on women conducting pat searches, but they may strip search only in emergencies.

History

Beginning in 1979 or 1980, women began to work in contact positions in men's institutions. Earlier, they had positions as "matrons" in control centers or visiting. The department opened up positions for women as a matter of the state's and department's commitment to equal opportunity. No formal plan was developed; the director simply issued an announcement and administrative regulations were changed. There was some informal discussion of the policy change, but no formal communication with staff, inmates, or the public.

Staff up and down the line resisted women's assignment to maximum security. Their resistance was

handled through disciplinary action and counseling. The department was also involved for several years in litigation by inmates on the issue of privacy. Initial decisions favored the inmates, and during that period privacy screens and blinds were installed. The department later appealed and won. There were no special provisions for inmates' privacy after that time. Inmates were simply notified that they were responsible for their own privacy.

Training

There were and are no special training or mentoring programs related to women working in men's prisons.

Comments

The department spokesperson indicated that Nebraska's approach, downplaying gender as the work force was integrated, seemed to work well. He commented that having women in men's maximum security units normalizes the environment and provides positive kinds of relations between staff and inmates. In terms of problems, he noted that the department continues to battle isolated cases of harassment and hostilities. He indicated, however, that the biggest problem has been in getting enough women applicants for posts in the department.

**Respondent: Gary Grammer,
Assistant Director, Adult Institutions**

NEVADA

Utilization of Women

In Nevada, women have worked as officers in men's maximum security prisons since 1975. Approximately 30 percent of officers/supervisors in maximum security are women, and there are no exclusions on the types of posts they may fill. Three men's facilities in the state are run by women wardens.

Although there are no formal limits on the number of women that can be assigned to maximum security, there is an informal practice limiting women to forty-five percent of positions in maximum security. The department spokesperson was not aware of any particular reason the practice began.

Women may transport maximum security inmates. One of the two transportation officers must be of the sex as the inmates being transported. There are no restrictions on women conducting pat searches on male inmates, but they may not do unclothed body searches except in an emergency.

History

Nevada began using women in contact positions, including posts in administrative segregation, in 1975. In accordance with Title VII, officials were attempting

to make upward mobility within the department possible for women.

There was no formal implementation plan. Women were phased into maximum security in that they were initially put in specific: non-contact posts, including control, visiting, gatehouse, and towers. After six months of experimenting with this approach, the department lifted all restrictions and used women in all maximum security posts.

In communicating the process, the director simply informed wardens of the new hiring policy. High level administrators were supportive and carried out the policy. All internal communications were verbal. The department did provide some media releases and special features articles showing positive aspects of women in men's institutions. The spokesperson indicated that communications were generally effective, but more efforts should have been expended on training and communicating with male officers.

Male line staff resisted the new policy, expressing concern **about** the strength of women and their ability to hold their own in a melee, etc. The department met their resistance after the initial six-month period by providing training on the effectiveness of women correctional officers. In addition, after each woman proved herself able to handle the position, resistance declined.

The first women in maximum were volunteers; they were selected by the same criteria as men. The criteria have changed over the years, but not in terms of gender differences.

The department put doors on bathrooms in the cell house for privacy; no changes were made to inmate rules.

Training

No training was provided for female or male line staff initially, but administrators received training on the issue of women in men's institutions. No special mentoring was available in the beginning; mentoring programs that have developed since that time are informal only. Nevada does now provide training on the issue of women in men's prisons.

Comments

The department spokesperson indicated that Nevada would use a different approach to starting to use women in maximum security if they had to do it over again. He indicated that they would definitely provide more training at all levels, especially the line officer level, to diminish concerns about women in maximum.

In terms of the advantages of having women in maximum security, the spokesperson pointed to the fact that having women present more closely replicates the real-world environment. He also noted that female officers tend not to be as threatening to male inmates and

thus have a calming effect. He sees no problems in having women in maximum security.

Note: The spokesperson recommended Brenda Burns, a warden in Nevada, as a good contact on women's issues.

Respondent: Carl Sannicks
Assistant Director, Operations

NEW HAMPSHIRE

Utilization of Women

New Hampshire employs women in maximum security with no exclusions on the types of posts or levels of positions they can fill. Women make up 8 percent of the officers/supervisors in maximum security. There are no formal or informal limits on the number of women that can be assigned in maximum security.

Women are used to transport maximum security inmates without restrictions. They may conduct pat down searches on male inmates but can conduct strip searches only in an emergency situation.

History

New Hampshire began to use women in maximum security in 1976, citing the requirements of EEOC. The department did not develop a formal implementation plan when the decision was made.

The process was communicated to staff only through shift briefings. There was resistance from the male officers and male inmates, which was addressed through policy and procedures and training.

Women who first worked in the maximum security area were volunteers. They were phased into the area as openings occurred, and no special criteria were developed to select the women. New Hampshire uses the same criteria for female and male correctional officers.

The physical plant was not modified nor were any changes made in inmate rules to accommodate the fact that women were working in housing units.

Training

New Hampshire did not initiate any training when women were first assigned to maximum security nor was any training provided for other staff. At present, the department provides some ongoing training related to women working in men's prisons, but there is no formal curriculum.

Women assigned in the maximum security areas received no special support or mentoring programs. Situations viewed as problems were dealt with on an individual basis. No mentoring programs or support groups have been developed since.

Comments

Should the agency have to do it all again, it would intensify the communication process. Staff and inmates would be better informed.

The department spokesperson cited the following advantages in having women work in maximum security:

- The environment is more realistic for inmates.
- It gives female officers the same experiences as male officers.
- It provides a more equal promotional program.

Disadvantages:

- Male staff have a tendency to want to protect female officers.
- Inmates have brought litigation concerning privacy issues.
- There are special safety concerns that would not exist if women were not assigned.

**Respondent: N. E. Pishon,
Assistant Commissioner**

NEW JERSEY

Utilization of Women

New Jersey has just settled a class action suit brought by female corrections officers and the union, which will result in a gender-neutral environment beginning September 1, 1991. Women will be eligible for all posts except those that require strip searches. At present, 11.47 percent of officers in maximum security are women, an increase since women were first used in maximum.

There are no formal or informal limits on the number of women that can be assigned. However, if there is only one officer in the housing unit, the officer must be of the same sex as the inmates in the unit. Where there is more than one officer, at least one must be of the same sex as the inmates.

Women may transport maximum security inmates. At least one of the two transportation officers must be the same gender as the inmate(s) being transported. Women may conduct pat searches on male inmates, but may conduct strip searches only in an emergency.

History

The state began to use women in maximum security in 1972, but they were not assigned to living areas until 1991. The agency developed a formal implementation plan that called for the gradual initiation of women into maximum security. The process was communicated

only informally, but the spokesperson considers that the approach was very successful.

The gender-neutral agreement to be implemented in September 1991 was, according to the spokesperson, the direction in which the department planned to move in any case. They made the decision about ten years ago to pursue a gradual sequential integration of women into men's units. Women were initially restricted to towers and mail rooms, then introduced into industry. At each point there was advance notification, and once comfortable with each step, the department proceeded to add women in another capacity.

Although some women were in favor of the gender-neutral environment, many did not want to push it. Under the agency's defined bona fide occupational qualification (BFOQ), women were not required to pat frisk in the big yard at Trenton and they were bid in the third shift, where there was less direct contact with inmates. Many preferred it that way.

There was little resistance on the part of other staff to using women in maximum because of the phased approach, according to the spokesperson. The first women to work in maximum security were assigned; criteria for selecting them were the same as for men.

Women officers' locker rooms and bathrooms were added to facilities to accommodate women in maximum security.

Training

No special training or mentoring programs were instituted when women first worked in maximum, nor are there any now.

Comments

The spokesperson stated that New Jersey's deliberate, planned approach was very successful. If the agency's actions had been dictated by a specific timetable, he believes, there would have been considerable resistance to using women in maximum security. The long lead time before each step was taken in further introducing women allowed all emotions and criticism to dissipate. He advocates this gradual, planned integration rather than a bureaucratic approach that simply involves an announcement that the department will henceforth be gender-neutral.

**Respondents: Gary Hilton, Director,
Division of Adult Institutions;
Pat Danielson, staff of same division**

NEW MEXICO

Utilization of Women

New Mexico employs women in men's maximum security prisons, but women may only work in property and control room areas. Approximately 8 percent of

corrections officers/supervisors in maximum security are women. This proportion has increased over time since women were first employed in these units. There are no women wardens employed by the state.

There are no formal nor informal limits on the number of women that can be assigned to maximum security units. Women are used to transport maximum security inmates but are restricted in doing so. Transports are conducted only after a male officer has conducted a strip search. Male officers conduct the strip searches of female inmates with a female officer present. Female officers are only allowed to conduct pat down searches only when an escort is being done or in an emergency. Female officers are not allowed to conduct strip searches.

History

New Mexico began to use women in maximum security in 1986. Women were employed in other areas and the agency began assigning them in the maximum security areas. There was no formal implementation plan when the decision was made to use the women in maximum security. Assignments were made to non-contact posts.

The decision was communicated to the staff by assignment and shift briefings. Memos were distributed to the inmates, but no communication was made with the general public. According to the respondent, the state felt that the communications were very effective.

Resistance from male uniformed officers and supervisors was addressed in shift briefings, and interviews were held with selected officers.

The women who first worked maximum security were assigned to the posts and were phased into the assignments beginning with officers and then supervisors. Initial criteria included an internal review requiring good communication skills. Criteria have not changed, with exception of some training under special management by the agency.

No modifications were made to physical plants when women were first assigned, and there were no changes to rules to accommodate the fact that women were working in the posts. The agency has developed no policies or procedures as a result of women working in maximum security.

Training

New Mexico did provide some training on women in maximum security positions but it was very limited. This was accomplished through shift briefings and under direct supervision of the shift supervisors. There was training provided to support staff, medical personnel, and other officers related to introducing women into the maximum security. The training was accomplished through shift briefings and supervisory observations.

The state provides ongoing training through the basic training given to all officers; however, there is no training specifically related to women working in maximum security. Anthony Lopez of the State Correctional Academy is instructing a block of training covering some aspects of the topic.

No special support was provided for the first women assigned to maximum security, nor have any support groups been developed.

Comments

New Mexico's respondent stated that there would be some changes if they had to do it all over again. The women were already accepted in other areas of the prison, and the special training given seemed to be unnecessary.

The respondent noted two advantages to women's presence in maximum security:

It makes male officers more attentive to their assignments.

Female officers have a calming effect on the shift.

The disadvantages:

It places the male officers in a protective stance.

The agency experiences more exposure cases among male inmates.

**Respondent: Virgil Garcia,
Deputy Warden, Security**

NEW YORK

Utilization of Women

Women work in maximum security units in New York prisons but are excluded from posts that put them in contact with frisk rooms and showers. At present, there are three female wardens in New York, two at the men's facilities at Johnstown and Orleans and one at the women's maximum security prison at Bedford Hills.

Although a percentage of women correctional officers/supervisors is unavailable, the New York spokesperson did respond that the number of women has increased since they were first allowed to work in maximum security. There are no formal or informal limits on the number of women who can work in maximum security. Women are used to transport inmates, and assignment is done on a bid basis by seniority.

History

Information on the date women started working in maximum security was not available. Women began to hold these positions as a result of equal opportunity laws. No formal plan was developed to implement the

change, but the process was in line with an reassignment agreement between the Department of Correctional Services and the union. The first women to work in maximum security were volunteers through the reassignment process.

Women were not phased into maximum security. Criteria for selecting women are the same as for men and have not changed over time. Though no modifications were made in the physical plant, female officers do have to announce their presence on housing unit galleries.

Training

No training was developed specifically for the first women who worked in maximum security. A program entitled, "Orientation for Female Staff Working in an Institutional Setting," was later developed for women. However, specific training related to women working in maximum security has not been instituted. The agency reported that correctional officer Myrna Martin was particularly effective in delivering the training.

Comments

The respondent indicated that the agency would make no changes if it had to do it all over again. There were no comments on advantages or problems of women working in maximum security.

***Respondent: Donna Roy,
Executive Assistant to the Commissioner***

NORTH CAROLINA

Utilization of Women

North Carolina employs women in men's maximum security prisons/units with no exclusions on the types of posts or levels of position that women can fill. Two male facilities in the state are run by women; neither is a maximum security prison. Approximately 6 percent of officers/supervisors in maximum security are women, an increase since North Carolina began using women in maximum security. Units are given quotas for hiring of both women and minorities.

Women are used on-transports but are not used if the inmate is a male who must be strip searched. Women are allowed to conduct a pat down search, but may not conduct strip searches except in an emergency.

History

North Carolina began using women in maximum in the latter part of 1981 or early 1982. The impetus was the state's effort to ensure equal opportunity. There were no formal implementation plans when the decision was made to use women in maximum security. However, an informal plan was implemented that called for women to be assigned initially only to areas with limited inmate

contact, such as the "yards," and then eventually worked into the housing units.

Communication to staff was limited to advertising for openings and hiring for vacancies. The department made no special efforts at communicating the change to inmates or the general public at the beginning. Since that time, the Public Information Officer has written some articles on the subject.

The spokesperson believes that communication efforts were effective, as there were no grievances or litigation.

Some resistance was experienced from other officers. However, the resistance did not center around the assignment of women to maximum security, but around limiting the assignment to the "yards." The resistance began to subside as women were assigned to the housing units.

The first women to work in maximum security were volunteers who applied for the vacancies. They were phased into the maximum security area through the program units and other support assignments.

No special criteria were used to select the women to be assigned to the units and no special criteria have been developed subsequently. The agency did not develop any policies and procedures as a result of women working in maximum security.

Additions to agency physical plants when women were assigned to maximum security areas included privacy screens, shower screens, and unisex staff restrooms. No changes were made in inmate rules to accommodate the fact that women were working in the housing units.

Training

No mentoring/support groups were provided to women first assigned to the areas, nor have any been provided since then. No training was provided relating to women being introduced into maximum security, nor has any training specifically related to women officers been developed since then. There are also no support groups or mentoring programs.

Comments

If North Carolina had it to do over, the DOC would take the same approach, according to the spokesperson. State officials consider that the process worked well.

***Respondent: Greg Stahl, Assistant Secretary for
Legislative Development and Correctional Enterprise***

NORTH DAKOTA

Utilization of Women

Women in North Dakota work in maximum security prisons/units with no exclusions. Approximately 8 percent of corrections officers/supervisors in maximum

security are women. No women serve as wardens of men's facilities. The number of women correctional officers has increased over time since women were first used in maximum security.

There are no formal limits on women in maximum security, but there are informal limits on their contact with high risk inmates. Women are assigned to transport maximum security inmates, but they must be accompanied by a male officer. Women are permitted to conduct pat down searches, but may conduct strip searches only in emergencies.

History

North Dakota began to use women in 1980, primarily because of a change in administration and a new warden. The department did not develop formal implementation plans when the decision was made to use women in maximum security. The process was communicated to the staff through shift briefings; integration was gradual. The agency made no effort to communicate the decision to inmates or the general public.

There was some resistance from male staff, which was addressed on an individual case-by-case basis.

Some women volunteered to work in maximum security, and others were assigned. There was no phasing in program implementation. The only criterion used initially was the need to fill vacancies. This has not changed and the criteria do not differ from other post assignments.

Physical plants were not modified when women were first assigned to maximum security, and no changes were made to inmate rules to accommodate the fact that women were working in the area.

Training

No training was provided for either female staff in general, women assigned to maximum security, or for other staff related to introducing women into maximum security. There is no ongoing training on the subject of women in men's prisons. No provisions were made for support groups or mentoring programs nor have any developed.

Comments

If North Dakota had to do it all over again, there would be a change in the approach, including a plan to implement the following: an intensive recruitment phase, a complete orientation phase, and more communication to officers, inmates, and the general public. The agency would also provide specialized training for women and other staff and establish a specific date for the implementation.

The state has experienced both advantages and disadvantages in assigning women to maximum security. Advantages are women's calming effect on male

inmates and their ability to reduce the tension in men's units. The state considers it healthy for male inmates to communicate with women and believe that this better prepares the inmates to return to society. One disadvantage mentioned is the more frequent incidence of exposure behaviors by male inmates. Supervisors are reluctant to leave women alone in assigned units, which has increased since a recent sexual assault on a female officer.

Respondent: Steve Scott, Chief of Security

OHIO

Utilization of Women

Ohio employs women in men's maximum security prisons but excludes them from contact posts in the housing units. Women wardens run three of the state's facilities for men but there are no maximum security facilities run by women; 7 percent of the system's correctional officers/supervisors are women. Women may conduct pat searches of male inmates when reasonable suspicion exists, they may not perform strip searches, and they do not transport maximum security inmates.

The state's 1985 decision to use women in maximum security was a direct result of a class-action suit, *McDowell v. Celeste*, which the state settled by agreeing to make internal policy changes. The formal implementation plan included several main components:

- Forming a female correctional officer employment oversight committee.

- Creating a transition period between December 18, 1987 and December 17, 1991.

- Developing an employment policy for female correctional officers.

 - Defining gender as it applied to policy.

 - Creating gender-specific assignments.

 - Defining contact and non-contact posts.

 - Developing guidelines to managing the posts.

The women who were first assigned to maximum security were volunteers. The agency phased women into maximum security posts using both correctional officers and supervisors. There were no special criteria for selecting these women and no criteria have been developed since. Criteria are the same for all posts, although the women's posts are non-contact. There were no modifications made to physical plants when women were first assigned, nor were changes made to inmate rules.

Communicating the process to staff was accomplished through training staff on the new policies and procedures. The agency provided inmates an orientation

to the change; there was no communication to the general public. The overall communication process was considered moderately effective. Resistance from male correctional officers was addressed through training and adherence to policies and procedures.

Training

When women were initially assigned to maximum security, the women and general staff received training on related policies, procedures, and guidelines. The implementation process was discussed and explained. The same curriculum was used for all staff. Ongoing training is now provided through in-service sessions, but the agency provides no training specific to women other than that covered by policy, guidelines, and post assignments.

The agency provided no special support for the first women working in maximum security. Since then, support has been provided through assignment of a women's coordinator to each prison.

Comments

Ohio would use the same approach if beginning the process again. The respondent indicated that, because women are currently in non-contact posts, the agency has observed no particular advantages to using women in maximum security. Advantages that they would expect should women be allowed to staff contact posts are expanded opportunities for the women and greater experience with maximum security. A disadvantage has been a reduction in posts that men correctional officers can rotate through, which has resulted in grievances.

Respondent: Thomas Stickrath, Deputy Director

OKLAHOMA

Utilization of Women

Women have worked in Oklahoma's men's maximum security institutions for years as secretaries or nurses and began to hold correctional officer positions behind the walls in 1985. The state has one men's facility run by a woman warden, and 11.03 percent of correctional officers/supervisors in maximum security are women. Exclusions on cross-sex functions women correctional officers can perform include supervising showers, conducting strip searches, etc. Operations Memorandum OP- 11020 1, Gender Specific Employment, details specific privacy accommodations. Women may conduct pat searches and transport male maximum security prisoners but must be accompanied by a male correctional officer if transporting inmates outside the facility.

The Department of Corrections began to use women in maximum security following a decision by warden Gary Maynard. There was no formal implementation

plan; the warden informed staff of the change. As women applied for correctional officer positions, they were hired in the same manner as men. No modifications were made to the physical plant or to inmate rules.

In moving women into correctional officer posts, the agency met resistance from the public and from other institutions. Good public relations and the professionalism of the women reduced this resistance.

Training

Women correctional officers receive the same training as men. At no time has the agency provided women or other staff any special training on women in maximum security or in men's facilities. Staff of both sexes are warned about inmate set-ups.

Comments

The survey respondent said that the DOC would use the same approach if now beginning to use women in maximum security posts. In terms of advantages of female staff, women are said to have a tendency to keep the lid on hostile situations, to be more apt to sit down and talk through a problem, and to be more diligent. No problems were noted. The agency's final comment: "A good officer is a good officer."

**Respondent: Claudia Johnson,
Administrative Officer**

OREGON

Utilization of Women

Oregon has 12.3 percent of its officers/supervisors employed in the one existing maximum security prison, which has a special maximum security unit for all Oregon prisoners so classified, and has general housing for close and medium custody inmates as well. Women work in all sections of the institution, with the only limitation being strip searching. Only in emergency situations are staff allowed to strip-search inmates of the opposite sex. There are no restrictions on the number of women who are hired and promoted at the prison, Women security staff transport maximum security inmates, with no restrictions. Currently, there are no female superintendents in Oregon's prison system.

History

The first female officer was originally classified as a clerk. After filing a grievance, a desk audit determined that the position was more appropriately a correctional officer position. Prior to that time, women were working in clerical or counseling positions. After that grievance, women were allowed to work as correctional officers. However, they could not work in housing units, the intake and discharge unit, or the segregation or isolation units.

In 1977, female officers won a lawsuit in federal court. The suit contended that female security staff were not able to promote to higher positions, as prerequisites to promotions required staff to work in posts not available to women. Back pay was awarded to some female officers at the institution, and after the court decision, all posts were opened to females.

No formal or informal implementation plan was developed. As a result of the court decision, policy was changed. Staff were informed via formal roll calls. Inmates were notified via a weekly bulletin that was issued by the superintendent's office.

Both staff and inmates resisted the change. Some staff contended that women would not be able to provide real assistance in an emergency situation. Muslim inmates especially objected to female pat searching, and initially, when leaving the dining room, would refuse to a pat search if it was to be performed by a woman. All inmates refusing the search were locked down and handled through disciplinary action. Management supported the women's assignment, and basically told those objecting that the assignment was legally required and would happen.

Oregon has had a bid system, which is in accordance with union contract. Consequently, women were allowed to bid for posts, assigned by seniority. Women were gradually phased into the prison, and were hired and assigned by the same criteria used for men. No changes in that process have occurred. No modifications in physical plant or rules were made to accommodate women working in maximum security.

Training

Female correctional officers gave presentations to new female employees. However, no special training was introduced for staff to the issue of female officers working with opposite sex staff or supervising male inmates. The first female correctional officer, Debra Dawes, successfully provided supportive training to succeeding new female officers.

While no specific support system was designated for women working in the prison, a Women's Liaison Council had been formed in the late 1970s and was available to all women working in corrections. That program no longer exists.

Comments

Oregon would have instituted more planning in their process of introducing women into security posts. J. C. Keeney, who now is in Arizona's Department of Corrections, was the Assistant Superintendent of the Oregon State Penitentiary during the introduction of female officers at that prison. He indicated that if Oregon had it to do all over again, they would have put women in all posts rather than go through court action.

Oregon's perceptions of the positive influence of women working in maximum security were: 1) They have a calming influence on inmates; and 2) Inmates take better care of their appearance. Problems noted were related to architectural design and interpersonal relationships. Oregon, at one time, had procedures requiring that female staff be escorted up and down stairs. That procedure no longer exists.

Respondents: Lou Lewandowski, Executive Assistant to the Assistant Director, Institutions; J. C. Keeney, Deputy Director, Arizona, and former Superintendent of Oregon State Penitentiary

PENNSYLVANIA

Utilization of Women

The State of Pennsylvania employs women as approximately 10 percent of correctional officers and supervisors in men's maximum security prisons. There are fifteen men's prisons in the state, of which two are run by women wardens. No maximum security prisons have women wardens.

The number of women officers in maximum security prisons/units has increased since they were first employed in the areas. Women may not be assigned in areas that require officers to strip search male inmates.

There are no formal nor informal limits on the number of women that can be assigned to maximum security. Women are used to transport maximum security inmates but two requirements must be met:

They must be qualified with a weapon.

One of the transporting officer has to be of the same sex as the inmate being transferred

Female officers are allowed to conduct pat down searches as a matter of routine but are restricted to conduct strip searches in emergency situations only.

History

Pennsylvania began to use women in maximum security in 1980. There was no specific reason other than the agency matured and updated its management philosophy. There was no formal implementation plan when the decision was made to use women in the maximum security areas.

Communicating the process to staff was accomplished through shift briefings and role call training. There were no communications efforts for inmates or the public. The agency felt that the communications were effective.

There was resistance on the part of other staff to using women in maximum security by administrators and male line officers. This resistance was addressed in special briefings and discussions.

The women who first worked in maximum security were volunteers. No criteria were used to select them, and there are no criteria that are different from those of other post assignments.

Very few changes were made to the physical plants when women were first assigned to maximum security. Privacy panels for bathrooms and shower curtains were installed. Some changes were made to inmate rules and regulations requiring officers to announce themselves to inmates when completing their rounds. The agency did not develop any policies and procedures as a result of women working in maximum security.

Training

The agency did not provide any training on women in maximum security units to either female staff generally or women assigned to maximum security posts. No training was provided to other staff related to introducing women in maximum security. There is no ongoing training related to women working in men's prisons.

There was no special support for women assigned in maximum security provided and no programs offered such as mentoring or support groups at the present time.

Comments

Pennsylvania would provide a much more detailed information session for both the female officers and the staff in general, but did not feel the need to communicate with the inmates or general public.

Advantages to women working in the maximum security areas:

- Women bring another perspective to the male inmates.
- Women have a calming effect on the inmates in some situations.

The disadvantages:

- Women may cause some unrest among the inmates.
- In some cases, male inmates do not like to be told what to do by a women officer.

Respondent: James D. Shutt, Chief of Security

RHODE ISLAND

Utilization of Women

Women work in Rhode Island's men's maximum security prison/units in all types of positions. Approximately 17 percent of the officers are women, an increase since women were first employed in these units. There are no limits on the number of women that can be assigned to maximum security.

Women are used to transport maximum security inmates, with no restrictions. Women may conduct a pat down search, but strip searches can only be done in the presence of a supervisor. The exception to this restriction is in the case of an emergency (i.e., medical, contraband). In such cases, the strip search may be done even if the male inmate objects.

History

Rhode Island began using women in the maximum security prisons/units in 1980. This was in response to a 1977 class action suit initiated by a female employee. Although the court did not direct the state to initiate the procedure, the state began to follow contract statements of equal opportunity for employees.

There was no formal implementation plan when the decision was made to use women in maximum security. The agency is bound by a very restrictive contract which allows employees to bid for shifts and positions by seniority; women simply began to bid for maximum security areas. No special effort was made to communicate the decision to staff other than a directive announcing that posts would be opened to bids from women employees. Though the communication effort was very limited, it was effective as it complies with contract requirements.

There was initial resistance to women working maximum security. To respond, the agency referred to the requirements of the contract.

Women who first worked in maximum security were volunteers who bid for those posts. The only criteria used to select women were those built into the bidding process, and there are no criteria different than those used for other post assignments. No modifications were made to the physical plants or to inmate rules when women were first assigned to housing units.

Training

Rhode Island did not provide special training on women in maximum security beyond its existing eight-week field training officer program, required of all officers. No training was given to other staff related to introducing women in maximum security. Ongoing training related to women working in men's prisons is provided through in-service training, but there is no formal or specialized curriculum.

No special support groups were provided for the women first assigned to maximum security, and no mentoring programs or other support groups have been developed since the implementation of the post. The agency has developed stress programs for all officers.

Comments

Rhode Island operates under a very restrictive union contract union, which provides very little administrative latitude in assignments on hiring procedures. Although

the contract requires equal opportunities for women, this did not occur until after the 1977 class action suit.

The respondent noted several advantages and disadvantages to women working in maximum security. Women seem to have a "calming effect" on the male inmate population. The presence of women in the area also helped other corrections officers learn that "discrimination should not exist and assignments are based on knowledge, training, and contract requirements." A disadvantage is complaints from inmates about privacy, but this complaint is made by both female and male inmates. The state also found that "romantic notions between male and female correctional officers" had to be dealt with.

**Respondent: Joseph DiNitto,
Assistant to the Director**

SOUTH CAROLINA

Utilization of Women

South Carolina employs women in men's maximum security prisons/units with no exclusions on the levels or types of posts they can fill. Six men's facilities and two maximum security prisons are run by women wardens. Of approximately 3,500 correctional officers/supervisors in the department, 24 percent are women. There are no limits on the number of women that can be assigned to maximum security. Women are used to transport maximum security inmates with no restrictions, and they routinely conduct pat searches of male inmates. Women conduct strip searches of male inmates only in emergencies; the agency has developed a policy that permits officers to conduct strip searches of members of the opposite sex.

History

South Carolina first used women in maximum security in 1975. EEOC issues prompted the decision. There was no formal implementation plan; women began to be hired to fill position vacancies. The first women to be assigned to maximum security were volunteers and were phased in by filling both correctional officer and supervisory posts as they became available. Criteria used to select correctional officers were the same for men and women and have not changed.

The process was communicated to staff through meetings and shift briefings. No communication efforts were directed toward inmates or the public. The agency considers the approach to have been very effective, and the process was smooth.

To accommodate women correctional officers, physical plants were modified by adding privacy screens in the showers, and the agency provided a separate restroom for women officers. Inmate rules were changed to

require that male inmates be covered while en route to the showers.

Male officers expressed resistance to the assignment of women to maximum security. To address the resistance, the agency advised male line officers and supervisors of the EEOC requirements.

Training

When South Carolina first initiated the use of women in maximum security, the agency conducted half-day workshops for women on gender problems. Other staff received training in EEOC requirements, and the same topic was covered in management meetings. The agency provides no ongoing training specific to women working in maximum security or to women working with male inmates.

No support groups or mentoring program was provided for women who were first assigned to maximum security. However, a Female Officer Task Force has since been developed that meets each quarter with the commissioner and deputy commissioners to discuss issues affecting women officers. Men correctional officers can also attend

Comments

South Carolina would use the same approach if now introducing women correctional officers to maximum security posts. As advantages of hiring women correctional officers, the agency respondent cited an increase of 50 percent in available recruits and said that using women provides good employees. The agency has experienced problems such as sexual harassment from male inmates and correctional officers.

**Respondent: William D. Catoe,
Deputy Commissioner for Operations**

SOUTH DAKOTA

Utilization of Women

Women are employed in men's maximum security in South Dakota with exclusions from the following posts: shower room duty, shakedown/strip search, and adjustment center/segregation unit. No men's facilities in the state are run by women wardens. Eleven (11) percent of the officers/supervisors in maximum security are women; this percentage has increased over time and is not capped. Correctional officers are not assigned in teams, and women are used to transport maximum security inmates without restrictions. Women conduct pat searches but not strip searches on male inmates.

History

South Dakota began employing women in maximum security in approximately 1976, but women were separated from the inmate population until 1991. Separation

was ended due to requests from female staff who were otherwise excluded from these positions. The change was overseen by a committee established at the penitentiary to review training needs, etc. Resistance was encountered on the part of some male correctional officers, and was addressed through additional training and meetings. Beginning in 1976, women were assigned to maximum security institutions. While the first women inside the walls in 1991 asked for those positions, new hires are now assigned anywhere. No modifications were made immediately to physical plant to accommodate women, but changes to areas such as showers are now under consideration. Inmate rules were not changed.

Training

Special training was given to women, but only once their role in maximum security had expanded. Training for other staff was given in informal, informational settings, and through correctional institutions in other states. Ongoing training related to women working in men's prisons is provided. Special support for the first women assigned in maximum security was provided through partnering, and support has continued on an informal basis.

Comments

Broader employment of women in men's maximum security was discussed for years prior to implementation, and the department spokesperson notes no changes would be made if the process were to be redone. Introduction of women into men's maximum security did not cause development of particular policies or procedures.

Respondent: Nick Roseland, Personnel Director

TENNESSEE

Utilization of Women

Women may work anywhere in the Tennessee corrections system, including men's maximum security institutions. One men's institution, the classification unit, is run by a woman. Approximately 7 to 8 percent of correctional officers in maximum security are women, an increase since women were first used at that level. There are women on the TACT team and riot squads, and a woman serves as hostage negotiator for the department. There are no formal or informal limits on the numbers of women that can be assigned to maximum.

Women are used to transport maximum security inmates; they are not required to strip search them when doing so. On a voluntary basis, women may conduct pat searches. Although there is no policy to prohibit women from strip searching, in practice, they do not conduct strip searches.

History

Tennessee began to use women in about 1974, but only in towers, gates, and at the perimeter. In 1979, women were allowed to work in cellblocks, and in 1982, the system became gender neutral, allowing women to work anywhere, including in maximum security.

The department spokesperson, who was Assistant Commissioner from 1971 to 1979, heard of another state that was using women in men's housing units and proposed the idea to the Commissioner. There was no compelling reason for the change; he simply believed that the time had come to use women.

The department did not develop a formal implementation plan. The commissioner sent out a notice to wardens that they were not to discriminate against women in hiring. No special communication efforts were used.

There was resistance from all levels to the idea of using women. The resistance was addressed through monthly warden meetings, at which the issue was discussed. The commissioner insisted that fears and uncertainties were unfounded, that hiring women was the right thing to do, that they had the right to be treated the same as men. After a while, when women in maximum had become a way of life, the resistance disappeared.

The first women in maximum were volunteers, chosen by the same criteria as men. The criteria have not changed.

Although inmates requested privacy screens, department officials looked at court decisions on challenges by inmates in other states and decided that female officers should be treated the same as male officers. No privacy screens were provided. (In women's institutions where men work, however, there are privacy screens.) No changes were made in inmate rules.

Training

No training was provided initially either to women or other officers. Issues related to women working in men's institutions are interwoven into the current training curriculum but, in general, no emphasis is placed on differentiating women from men in any respect. There are no special mentoring/support programs for women.

Comments

Tennessee made the decision to begin to use women and then essentially stone-walled it. If they were to do it over, according to the spokesperson, they would formalize their approach. That is, they would provide orientation and training. They would also draft a methodology and make sure everyone understood and agreed with it. Then they would bring women in.

Advantages of having women in maximum security are that, in general, they are given more respect and

inmates are quieter and better-behaved around them than around male officers. Although there has been one assault on a women officer and the department has occasionally dealt with emotional involvement between women correctional officers and inmates, there have been few problems.

Respondent: Charles Bass, Assistant to the Commissioner, Adult Institutions

TEXAS

Utilization of Women

The Texas Department of Criminal Justice has employed women in men's maximum security prisons since 1984. There are no exclusions on the types of posts that women can fill, nor are there any limits on the number of women that can be assigned to maximum security. The number of women working in maximum security has increased since women's introduction and is currently 21.76 percent of the staff. Officers do not work in teams.

Women are used to transport maximum security inmates, with no restrictions other than that they have a chauffeur's license, a requirement that applies equally to male staff. Women conduct pat searches of male inmates routinely as a part of regular duty. Whenever possible, strip searches are kept within the same gender; however, there is no prohibition on cross-gender strip searching, which has occurred.

The only policy/procedure modification that was required by the staffing change involved strip searches; as a result of litigation by inmates, the policy was modified to state that same gender officers would be used "when available" for strip searches, although they are not required.

History

Although there were a few instances of women being employed in maximum security prior to its formal implementation, the primary impetus for change came as court orders in **Coble v. Texas Department of Corrections**. In a 1984 agreement with the court, the Department divided positions into contact, non-contact, and functional contact (those determined by the warden), and began employing women in non-contact positions within men's maximum security. Those in non-contact positions had no routine daily contact with male inmates nor visual contact in privacy areas. In 1987, the litigation was settled through the elimination of restrictions based on gender in men's units. The need for an additional staffing source for a growing department was also seen as a reason for change.

There was no formal implementation plan, other than the agreement with the court, which divided staff into the three categories above. The change was communi-

cated to staff through management meetings with wardens and through staff meetings. No formal process was initiated for introducing the change to inmates, but the transition time between the (1984 and 1987 policies permitted inmates to become accustomed to the presence of uniformed women prior to the elimination of staffing restrictions. The public was informed primarily through employment advertisements and through postings in the personnel office. Staff feel the communication approached worked well.

Introduction of women to men's maximum security was met with resistance, primarily on the part of male correctional officers and some supervisors. However, through continuing review of the policy and explanation of the reasons behind it at shift meetings, resistance did not last long.

The women who first worked in maximum security were both assigned and volunteers; current staff volunteered to work in these areas, and new staff were assigned from training schools. The women were not phased into maximum security. Selection criteria for these women have remained the same since the implementation of this staffing; criteria for women working in maximum security are the same as for men, with the exception of height and weight requirements.

No modifications were made to physical plants during either of the policy changes (1984 and 1987), nor were any changes made in inmate rules to accommodate the presence of women.

Training

Aside from various staff meetings and some training at the National Academy of Corrections, no training or mentoring programs were established relating to women working in maximum security.

Comments

In retrospect, the Texas spokespersons felt that if anything regarding their process were to be changed, they would only have gone to "gender-free" staffing earlier, although they also feel that the three years between introduction of women in maximum security and complete lifting of staffing restrictions provided a valuable transition period.

While the department has found that this change has made it easier to fill jobs, they have not observed other advantages/disadvantages, other than having witnessed that men and women can work together successfully.

**Respondents: Art Mosley,
Assistant Director, Personnel & Training;
Jim Bush, Director of Personnel;
Jana Nava, Chief, Labor Relations and EEO**

UTAH ,

Utilization of Women

Women are employed in men's maximum security in Utah, as the department makes no distinction in policies between men and women. Approximately 5 percent of the officers/supervisors in maximum security are women, a percentage that has increased over time. Correctional officers are assigned in teams to the extent that, within each shift, each officer has a function as a shift team. Cross-sex searches are not permitted. Among wardens, none is currently female, but a woman warden recently transferred to another state.

History

Utah began employing women in maximum security in approximately 1980. The department had not had prohibitions against use of women prior to that time, and began employing women in maximum security at the point when a woman requested transfer into that area, as a matter of equal opportunity. No formal implementation plan or communication process was put in place for the transition, and this did not cause any difficulty.

Older male officers were hesitant about the introduction of women into maximum security. This resistance was voiced informally and was addressed by supervisors in staff meetings. Officers were instructed that equal staff treatment was necessary.

The first woman to work in maximum security requested a transfer into that area. New hires could now theoretically be assigned there, but the preference is to use experienced officers in maximum security.

Training

No special training or mentoring programs were initially or subsequently established due to women being employed in maximum security. All training is standard. Staff participate in the state's mandatory sexual harassment training, which is not specific to corrections.

Comments

The department had no problem with its implementation and would use the same approach if it were repeating the process. The spokesperson notes that women work as well as men do, and that there are problems with each. Inmates tend to treat female staff differently, in both good and bad senses. The spokesperson also notes that the department has had to let a couple of women go due to inappropriate association with inmates, but men have been dismissed as well.

**Respondent: Scott Carver,
Executive Officer, Unita Facility**

VERMONT

Women are not employed in maximum security because there are no maximum security prisons in the state. When needs for maximum security custody arise, the state makes arrangements with either another state or with the Federal Bureau of Prisons.

**Respondent: Richard Turner, Director/
Corrections Services, Operations**

VIRGINIA

Utilization of Women

Women have been employed in institutions in Virginia since the mid-1970s, and have gradually moved into maximum security positions through an evolutionary process. There are no restrictions on the number or level of position that women may fill in maximum security, but certain posts have been designated BFOQ, in instances where the privacy of inmates cannot be accommodated in any practical manner.

Two men's facilities in Virginia (neither of which is maximum security) are run by women wardens, and women assistant or deputy wardens are particularly prevalent in maximum security institutions. The number of female officers/supervisors in maximum security averages 16.8 percent across all such facilities, with individual facilities ranging from 13 to 29 percent.

Correctional officers are not assigned in teams, except as emergency response teams. Women participate in these teams, with no restriction on their numbers. Transportation of maximum security inmates requires two correctional officers, one of whom must be male. Women conduct pat searches and strip searches only in emergency situations.

History

The department introduced women into maximum security settings as a means of alleviating staffing shortages and to reduce overtime. There was no formal implementation plan; female officers had been used for some time, and as efforts to fill positions and reduce overtime increased, women were gradually used to fill more traditionally male posts.

Communicating the decision to staff and inmates was not formal due to the evolutionary nature of the change. Resistance was encountered from both male correctional officers and from women who did not want to work in hazardous areas. The agency addressed the resistance on a case-by-case basis by explaining the BFOQ process and the expectation that women accept positions on the same conditions as men.

Women were initially selected to work in maximum security based on their willingness to work in these areas and their ability to handle inmates. The department is now less dependent on the willingness factor, as

women are now informed of expectations when hired. Physical plant changes have included the addition of modesty panels and shower curtains, and inmates are warned when females are on the floor.

Training

All training is directed to positions, and no special training or support groups were targeted as a result of women being in maximum security. Basic training has included a segment on sexual harassment policies since the early 1980s. Policies and procedures have been established regarding the designation of BFOQ posts and for supervision of the opposite sex.

Comments

In retrospect, the department would have made physical modifications to allow women to work in housing units sooner, and would have provided special training for women, if it were to repeat the process. The presence of women in housing units is now taken into consideration in new facility development. Women have been found to perform their jobs as well as men, with the advantage that the addition of women has enabled the department to maintain full staffing. The spokesperson notes as disadvantages the need to make physical accommodations in housing units and problems with male inmates and officers.

Respondent: Pru Stasikewich for Edward Morris, Deputy Director, Division of Adult Institutions

WASHINGTON

Utilization of Women

Washington State has employed women in men's maximum security prisons since 1979. The only limitation on their employment is an exclusion from positions where strip searching of inmates is a primary duty. One non-maximum security men's facility is run by a women warden. Eleven (11) percent of officers and 25 percent of supervisors in maximum security are women, with no limits to the number that can be assigned. Officers are assigned in teams for escort duties, but two women may form a team. Women are used to transport maximum security inmates, with no restrictions. They are allowed to conduct pat searches on male inmates, but may perform strip searches only during an emergency.

History

Women were introduced into the maximum security workforce in Washington as an issue of job equity, without a formal implementation plan. Union/management meetings as well as departmental memos were used to communicate the change to staff. Unit staff introduced the change to inmates through inmate meet-

ings, and a newspaper article appeared for the public. The Washington spokesperson felt the approach to communication was not very effective.

Resistance was noted on the part of male officers, but implementation was continued and a female associate superintendent was hired. Women were phased into maximum security through a bid system, and were selected using the same criteria as men from the outset. Privacy screens were installed for showers, but no changes were made in inmate rules to accommodate the presence of women.

Training

Women initially entering maximum security received no special training, but sexual harassment training and training in working with the opposite sex was provided to onsite staff. Ongoing training related to women working in men's prisons is provided, and it is not specifically related to women working in maximum security. As the first women entered, special support was provided to them through an open door policy and special meetings with the superintendent, and through access to the female associate superintendent.

Comments

The Washington spokesperson notes that, in retrospect, their process could have been improved through more training in working with the opposite sex, sexual harassment, and in games convicts play with personal relationships. As advantages in having women working in maximum security, the spokesperson cites observations of reduced levels of violence, less need for confrontation to enforce rules, cleaner cell blocks, inmates' hygiene improved, and that alternative approaches to problems are used. As a negative, a concern for personal relationships compromising security is noted, but this was not found to override the positive changes.

Respondent: Larry Kincheloe, Director, Division of Prisons

WEST VIRGINIA

Utilization of Women

Women have been employed in men's maximum security in West Virginia since 1975, and there are no exclusions on the posts that women can fill. Approximately 5 percent of the officers/supervisors in maximum security are women, and approximately 14 percent of staff across all security levels are women. The percentage of women working in maximum security has been seen to increase over time, and there are no limits on the number of women that can be assigned to maximum security. While the state has no women

wardens, a men's work release center is run by a woman administrator.

Corrections officers are assigned in teams, and there are no limitations on women's participation. The department places no restrictions on using women to transport maximum security inmates, but they are needed only occasionally for this purpose. Women perform pat searches on male inmates according to standard procedures, but are prohibited from performing strip searches on males.

History

West Virginia began employing women in maximum security when women started applying for staff positions; there was no prohibition against use of women in maximum security. A formal implementation plan was not developed when the women began entering. The process was communicated to both staff and to inmates through memorandums. Some male correctional officers resisted the change, and the resistance was addressed through staff meetings and through introduction of inservice training on sexual harassment.

Women were phased into maximum security, beginning with officers and following with female supervisors. The first women in maximum security were assigned to the area. Women have been selected since the beginning using the same civil service testing procedures as male applicants. No modifications were made to physical plant or to inmate rules to accommodate the presence of women.

Training

No special training, mentoring, or support groups were developed as a result of women working in maximum security, but a policy on sexual harassment was written.

Comments

The department spokesperson notes that staff feel they would use the same approach if they had to do the process again. Female correctional officers are seen as being more observing and attentive than their male counterparts, and no overall problems have been noted.

**Respondent: Robert Casto, Staff Assistant,
Programs and Treatment Division**

WISCONSIN

Utilization of Women

Women are employed in men's maximum security in Wisconsin, with exclusions only in segregation and transportation. BFOQs govern these posts at all security levels in both male and female institutions due to the frequency of strip searches in those areas. Women comprise 9.7 percent of officers/supervisors in

maximum security, a percentage that has increased over time and has no cap officers are not assigned in teams.

Women transport maximum security inmates, with the above BFOQ restriction. Wisconsin's policy on women conducting pat searches is gender-neutral, with all officers conducting such searches. Except in an emergency, strip searches must be conducted by two officers of the same gender as the inmate, due to privacy rights.

History

The department began employing women in maximum security due to equal employment opportunity considerations, to ensure compliance with federal and state regulations. Implementation was not done under a formal plan. The process was not phased-in, and the women who first worked in maximum security came from both volunteer and assigned sources. Criteria initially used to select women were the same as for male officers, and do not differ from those of other post assignments. Privacy screens were installed in some institutions, but no other physical plant modifications were made, nor were inmate rules changed. Introduction of women into maximum security did not necessitate development of any special policies or procedures.

Training

Training for the initial women employees consisted of the security training received by all security staff. While special support was not created for the first women assigned to maximum security, support groups are provided for all female officers during preservice training. Training regarding the introduction of women into maximum security was not provided to other staff. Training is ongoing, and does not specifically address women working in maximum security; however, all new officers complete preservice training that includes a section on "Women and Men in Corrections."

**Respondent: Bill Pucket,
Chief, Budget Development Section**

WYOMING

Utilization of Women

Women work posts in men's maximum security in Wyoming but are not used routinely in the death house or segregation; however, a female lieutenant has supervised these areas. While Wyoming has no women wardens, 13.7 percent of officers/supervisors in maximum security are women, a percentage that has increased over time. Correctional officers are assigned in teams, as either male-male or female-male. Women transport maximum security inmates but must be with a male officer. Women do not conduct either pat or strip searches of male inmates.

History

The state began using women in maximum security in 1977, citing as reasons that women are functional, dependable, elicit a calming effect, and are an available work force. General policies were used as the implementation guide. Women were assigned to posts after a period of experimentation; they have not been singled out as needing special and/or different plans. Women were selected in accordance with maximum security's being considered a routine assignment, although women may choose to decline an assignment. The terms by which women may accept or decline a position in inmate living areas are detailed in a procedure, "Assignment of Female Correctional Officers." Modifications were not made to physical-plants to accommodate women, nor were inmate rules changed.

Training

Women were initially and are currently provided routine training on hostages, exhibitionism, and assault. Special training was not provided to other staff relating to the introduction of women into maximum security, and training other than regular ongoing training is not provided. Discussions, feedback, and training reinforcement were used to provide support for the first women assigned in maximum security, and support groups exist for all employees.

Comments

The approach at the penitentiary would not be changed if the process were to be done again. The warden notes that increased efficiency and a calming effect on inmates have been observed as a result of women working in maximum security, and no problems have been noted.

***Respondent: Duane Shillinger,
Warden, Wyoming State Penitentiary***

**Appendix:
Survey Instrument**

**June 1991 Survey: Women in Maximum Security Prisons
Interview Instrument
NIC Information Center**

Part I: Extent of Utilization

1. Are women employed in male maximum security prisons of maximum security units in your state?

Yes _____ No _____

2. Are there any exclusions on the types of posts or levels of position that women can fill?

yes _____ No _____

If yes, name any posts or levels that are excluded:

3. How many male facilities in your state are run by women wardens? _____

How many maximum security prisons have women wardens? _____

4. What percentage of officers/supervisors in maximum security are women? _____

Has that increased over time since you first began using women in maximum security?

yes _____ no _____

Are there any formal limits on the number of women that can be assigned to maximum security?

yes _____ no _____

If there are no formal limits, are there Informal limits?

yes _____ no _____

Formal or informal limits:

5. Do you assign correctional officers in teams?

yes _____ no _____

If yes, do you have formal or informal limitations on how many members of a team can be women, and if so, what are they?

6. Do you use women to transport maximum security inmates?
yes _____ no _____

If yes, are there any restrictions on using women to transport these inmates? If so, what are they?

7. What is your policy on women conducting pat searches on male inmates?

What is your policy on women conducting strip searches on male inmates?

Part II: History of Implementation

8. In what year did your state begin to use women in maximum security? _____

9. What reasons prompted your agency's decision to use women in maximum security?

10. Did your agency develop a formal implementation plan when the decision was made to use women in maximum security?
yes _____ no _____

If yes, what were the major components of the plan?

If copies of a formal plan are available, please send to the Information Center,

If there was no formal plan, how did your agency begin to use women in maximum security?

11. How did you communicate the process to staff?

To inmates?

To the public?

How effective was your approach to communication?

12. Was there any resistance on the part of other staff to using women in maximum security?

yes _____ no _____

If yes, by whom?

How did you address this resistance?

13. Were the women who first worked in maximum security *assigned to* do so or were they volunteers?

14. Were women phased into maximum security?

yes _____ no _____

If yes, did you begin with officers, supervisors, both, or some other approach?

15. What criteria were initially used to select women to work in maximum security?

Have those criteria changed over time? If so, how?

Are the criteria any different from **those** of other post assignments?

16. Were any modifications made to physical plants when women were first assigned to maximum security (for example, privacy screens, additional bathrooms, added security equipment)?

yes _____ no _____

If yes, please describe.

17. Were any changes made in inmate rules to accommodate the fact that women were working in housing units (for example, covering openings in cells for certain periods)?

yes _____ no _____

If yes, please describe.

Part III: Training/Mentoring Programs

18. When you first initiated the policy of using women in maximum security positions, did you provide any training on women in maximum security units to either female staff in general or women assigned to maximum security?

yes _____ no _____

If yes, please describe.

At that time, did you provide training for other staff related to introducing women into maximum security?

yes _____

no _____

If yes, what type of training?

19. Do you provide ongoing training related to women working in men's prisons?

yes _____

no _____

Do you provide any training specifically related to women working in maximum security?

yes _____

no _____

Please name any trainers, whether from your own staff or outside, who were particularly effective in delivering this training.

If training materials are available, please send copies to the Information Center.

20. Did you provide any special support for the first women assigned in maximum security, such as mentoring programs, support groups, etc.?

yes _____

no _____

If yes, please describe.

21. Have mentoring programs or other support continued, or, if not originally implemented, have any been developed since?

yes _____

no _____

If yes, please describe.

Part IV: Comments, Retrospective Thoughts, and Conclusions

22. If you had it to do all over again, would you use the same approach you did in starting to use women in maximum security?

yes _____ no _____

If no, what would you change or do differently?

23. (Optional question) What advantages do you see in having women work in maximum security?

What problems does it cause?

24. Did your agency develop any policies or procedures as a result of women working in maximum security?

yes _____ no _____

If yes, please send copies to the Information Center