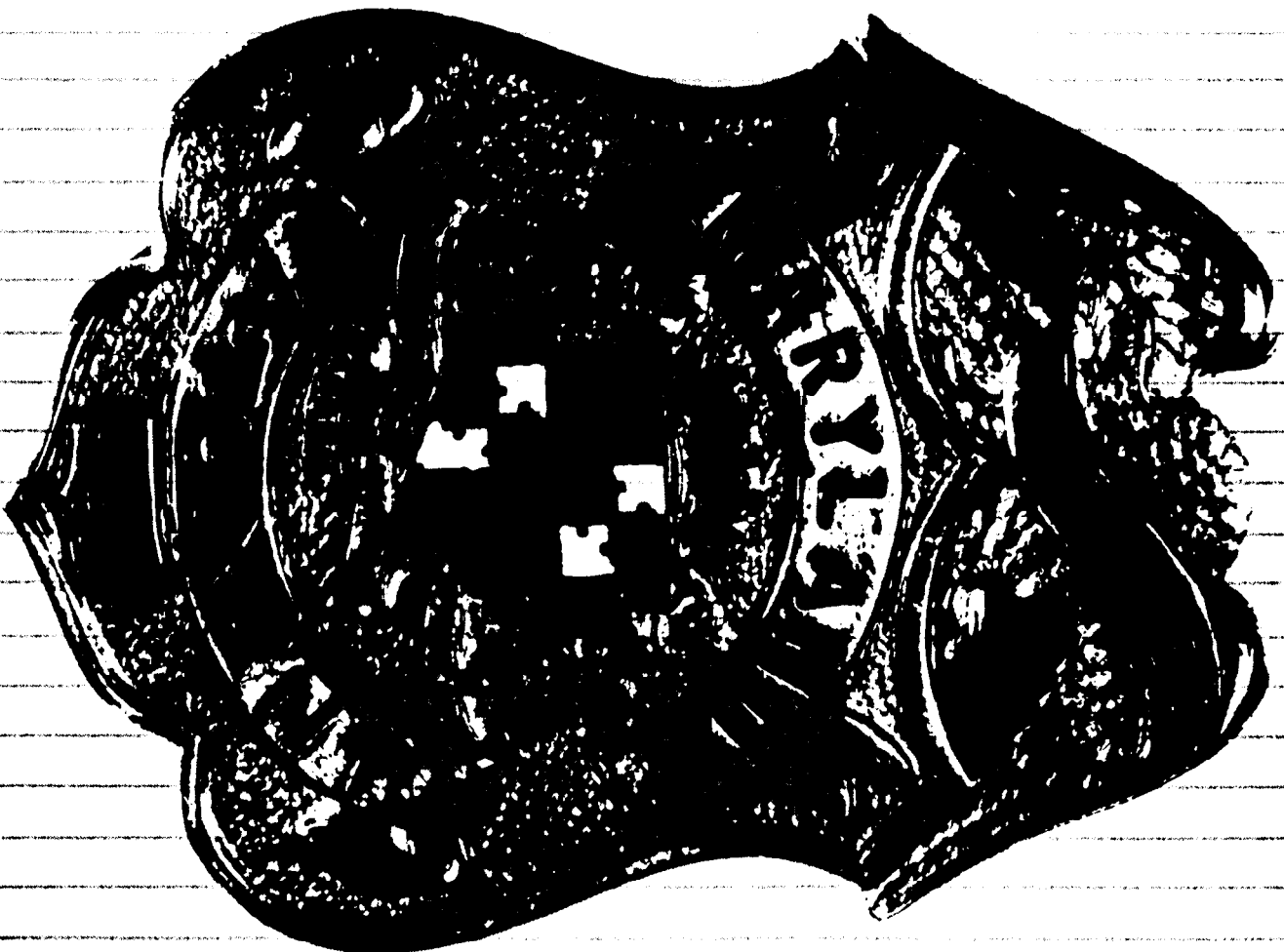


CORRECTIONAL

OFFICERS

GUIDE



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NATIVE AMERICAN

*CORRECTIONAL
OFFICER'S
GUIDE*

PATUXENT INSTITUTION
Jessup, Maryland

PROPERTY OF
NIC INFORMATION CENTER

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April, 1985

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**ALL ASPECTS OF SECURITY AT
PATUXENT INSTITUTION ARE
YOUR PRIMARY CONCERN ALL
OF THE TIME.**

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This Officer's Guide is designed to help you in your first few months as a correctional officer at Patuxent Institution. It is brief and straightforward. It covers only the minimum amount of information you need to be a successful officer, and it leads you to the other manuals and materials you will have to know as you grow in your career. **You must be familiar with the material in this guide**, because the sooner you know these things, the less confusing this institution will seem.

This booklet is only an introduction. **If you are new in the profession**, the Guide will help you get a sense of Patuxent and will give you the basic rules, regulations, and procedures you need to know. **If you are an experienced officer coming to Patuxent**, this Guide can be used to find materials that are specific to Patuxent Institution.

This booklet is divided into 11 sections, as you can see in the table of contents. Each section provides a basic introduction to some topic and to the information you will need as an officer.

THE CROSS REFERENCE - In each section you will find parentheses () following some of the material. Inside these parentheses there will be letters and numbers which refer to particular sections of manuals which will be of importance to you in your career at Patuxent. These are: *The Security & Control Manual*, *Administrative Manual of Patuxent Institution* (containing Patuxent Institution Regulations-PIR's), and *Patuxent Institution Bulletins* (PIB's). Inside the parentheses you will find references to Custody Directives, these will be preceded by the letters CD. For example, (CD 6) refers you to Custody Directive 6, located in the *Security and Control Manual*, and CD 6 discusses Inmate Movement. You will also find references to Security and Control Manual Tabs, also in *the security and Control Manual*, and they will be preceded by the word Tab. For example, (Tab Q) will refer you to the Directive on Gas and Chemical Use. You will find references to Patuxent Institution Regulations (PIR's) and Patuxent Institution Bulletins (PIB's), and they will refer you to the relevant regulations or bulletins on any subject.

As an example: In Section 9 of this Officer's Guide you will find general information on what to do in emergency situations. There is one paragraph on what to do in a hostage situation. But it is only one paragraph, and obviously does not tell you everything you need to know. So, following that paragraph, you will see this: (CD 25). When you look up Custody Directive number 25, in the *Custody and Security Manual*, you will find a detailed description of what is to be done in a hostage situation. That detailed description covers the policy of Patuxent concerning hostages, and the specific procedures to be taken by

everyone involved in a hostage situation. **All of these manuals can be found in the Captain's Office.**

THE INDEX - In section XI of this Guide you will find an index. There, all of the major Custody Directives and Regulations you will need to know are arranged by the subjects they cover, by whether they concern all custody personnel or supervisors, and by whether they cover daily procedures, special procedures, or emergencies. That section is designed to help you find the important directives and regulations as you need them for operation or for studying for promotion.

You are a Correctional Officer at Patuxent Institution, and all of the bars, walls, and razor wire of the institution are useless without you. You and your fellow officers are the center of the security system. The safety and security of this institution depend on you - your professionalism and attention to your job that maintains order inside the institution and keeps Patuxent secure.

It will take time to learn all of the skills necessary for all of the jobs to which you will be assigned. But there are a few basic rules and guidelines for a Correctional Officer. These are the things you must keep in mind all of the time. These are fundamental to being a good Correctional Officer.

I. MAINTAIN SECURITY

- A. Pay **attention** to everything that goes on around you. (CD 7, Tab W)
- B. **Take personal interest** in your work area. (CD 42)
- C. **Keep all keys** in your possession. (CD 19, Tab X)

II. MAINTAIN ORDER

- A. **Be firm**, you don't have to be harassed, but when you say something - mean it. Don't be afraid to say "no". (CD 17, CD 23, PIR 11 0-4)
- B. **Be fair**, playing favorites will cause you trouble in the long run. (CD 18)
- C. **Be in control** at all times; be in control of yourself, the situation around you, and all activities of your post. (CD 18, CD 35, Tab E)

III. MAINTAIN YOUR POST

- A. Read and understand **Post Orders**. (CD 13)
 - 1. Know the orders general to all posts. (See Section V of this booklet.)
 - 2. Read and follow the orders for the post to which you are assigned. (PI R 11 O-1 4)
- B. Be familiar with, and follow, the **Rules and Regulations** of Patuxent Institution.
- C. **Report all emergencies** - Dial 222 and give the Sergeant your name, location, and nature of the emergency. (CD 25, CD 26, CD 27, CD 30)

IV. MAINTAIN PROFESSIONALISM

A. On Duty

1. Do not accept messages or gifts from inmates or their friends or relatives.
2. Be friendly- but do not be a friend. You are an officer doing your job - not a buddy.
3. Look, think, and act like a professional. (PIR 115-4, PIR 50-3)

B. Off Duty

1. You have accepted a job where your actions off the job affect not only you, but Patuxent Institution and the reputation of all Correctional Officers.
2. Your private life is your own, but always remember that any public wrongdoing will reflect on all of your fellow officers.
3. Think and act like a responsible citizen. (PIR 60-2)

Patuxent Institution is a **unique institution** to which **eligible persons** are **committed with their agreement** to a particular **treatment program** during their confinement. Unlike other secure facilities in Maryland, Patuxent is not part of the Division of Correction. It is one of the very few institutions of its type across the United States. The legislative act that created Patuxent and under which it operates is called Article 31-B.

I: A BRIEF HISTORY OF PATUXENT:
THE UNIQUE INSTITUTION

1931 -The Herman Druker Murder Case-an unusual and publicized murder in Maryland demonstrates the need for a facility like Patuxent.

1947 - Maryland sets up a State Commission to Study Medico-Legal Psychiatry.

1949 -The Maryland Legislature establishes a Legislative Council Committee on Medico-Legal Procedure, and this committee drafts a first proposal for Article 31 B.

1951 -Article 31 -B, the Defective Delinquent Statute, is passed and construction is begun on Patuxent.

1955 - Patuxent Institution is opened.

1977 -Article 31 -B is amended to its present form--the form under which Patuxent now operates.

1984 - Plans are begun to add youthful offenders and women to Patuxent's population.

- II. ELIGIBLE PERSONS: To be eligible to come to Patuxent, a convicted person must also be the following:
1. He must have at least 3 years **remaining** on his sentence.
 2. He must display some **Intellectual deficiency or emotional imbalance**.
 3. The Patuxent staff must decide that **he can respond to the programs** and services offered at Patuxent.

-
4. The Patuxent staff must consider that he can be served **better at Patuxent** than at any other institution,
- III. COMMITMENT: The person can be committed to Patuxent by any of the following people, but the inmate must agree to commitment to Patuxent.
 1. He can be recommended by the Court.
 2. His commitment to Patuxent can be recommended **by the State's Attorney** of the sentencing county.
 3. The **Inmate** can apply to be admitted to Patuxent.
 4. His commitment can be recommended by the **Commissioner of Corrections**.
 - IV. TREATMENT PROGRAMS: The central feature of Patuxent is its emphasis on a planned treatment program within a secure facility. The essential features of treatment include 'the following:
 1. **Graded Tiers** - Where inmates can progress to greater freedom and more privileges through their own performance.
 2. **Psychotherapy** - Inmates are provided with both individual and group therapy as a regular component of their treatment.
 3. **Educational Programs** - Inmates are provided educational programs including high school through college graduate programs, and vocational programs ranging from carpentry to automobile repair.
 4. **Team Treatment Units**- Each inmate is assigned to a unit comprised of a psychiatrist, psychologist, social worker, and other staff members, all of whom work with the inmate in a program designed to keep him from returning to Patuxent and help him become a productive citizen.

MAJOR SECTIONS from ARTICLE 31 B

Below are some of the major sections of Article 31-B as it appears in the laws of Maryland. The more important parts of Article 31 -B you have already read on the previous page of this Guide. We have included the sections below so you will know exactly what 31-B looks like.

ARTICLE 31 B PATUXENT INSTITUTION

2. PATUXENT INSTITUTION; CREATION AND PURPOSE

(a) The Patuxent Institution is created and continued as part of the Department.

(b) The purpose of the Institution is to provide efficient and adequate programs and services for the treatment and rehabilitation of eligible persons. This shall include a range of program alternatives indicated by the current state of knowledge to be appropriate and effective for the population being served. As an integral part of the program an effective research and development effort should be established and maintained to evaluate and recommend improvements on an on-going basis.

3. BOARD OF PATUXENT INSTITUTION

(a) There is a Board of Patuxent Institution. It consists of 17 persons.

(b) The members of the Board, other than the ex officio members, shall serve a term of four years and are eligible for reappointment. They shall receive a per diem compensation for each day spent on official Board business as provided in the State budget.

(e) The Board shall consult with and advise the Director and the Secretary with respect to the operation, programs, services, personnel, and rules and regulations of the Institution,

(9) The Board may summon witnesses and administer oaths, and may petition a court of competent jurisdiction to enforce its summonses.

4. DIRECTOR

(a) The Director is the Chief Administrative Officer of the Institution.

(c) Subject to the authority of the Secretary, the Board, and the Board of Review, the Director has the authority necessary to enable him to manage and supervise the Institution and to implement its programs and services. With the advice of the Board and subject to the authority of the Secretary, the Director may adopt, amend, and repeal rules and regulations for the Institution that are not inconsistent with the law.

5. STAFF

(a) The Institution shall have the following staff:

(1) Two Associate Directors, one of whom is a competent psychiatrist with at least three years' experience in the practice or teaching of psychiatry and one of whom is a competent behavioral scientist with at least three years' experience in the practice or teaching of his specialty. These two Associate Directors shall assist primarily in discharging the diagnostic and treatment functions of the Institution;

(2) An Associate Director who shall assist primarily in discharging the custodial function of the Institution;

(3) At least three additional psychiatrists or clinical psychologists;

(4) At least four trained social workers;

(5) A physician and a dentist; and

(6) The other professional and nonprofessional staff provided in the State budget.

6. INSTITUTIONAL BOARD OF REVIEW

(a) There is a Board of Review for the institution. It consists of:

(1) The Director;

(2) The three Associate Directors;

(3) The Professor of the University of Maryland School of Law, the Professor of the University of Baltimore School of Law, and one of the two members of the Maryland Bar who are members of the Board; and

(4) A sociologist appointed by the Board from the faculty of an accredited institution of higher education in Maryland.

8. REFERRAL FOR EVALUATION

(a) Any person who is serving a sentence of imprisonment following conviction of a crime, has more than three years remaining to serve on his sentence, and has not been evaluated by or confined at the Institution within the preceding three years may be referred by the Commissioner to the Institution for evaluation as to whether he is an eligible person upon recommendation of the sentencing court, upon application to the Commissioner by the State's Attorney of the county in which the person was last convicted, upon application by the inmate, or upon recommendation of his staff.

(b) Within six months after referral, the person shall be examined by an evaluation team. Before proceeding with the examination, the evaluation team shall assemble and review all available and relevant information about the person provided for in Section 13.

(c) Based upon this information and its examination of the person, the evaluation team shall determine whether in its opinion, or in the opinion of a majority of the team, the person is an ineligible person. The evaluation team shall state its findings in a written report which shall be delivered to the Director. The report shall state in detail the reasoning supporting the team's conclusion with respect to each of the criteria for an eligible person set forth in Section 1 (g).

9. TRANSFER TO INSTITUTION

(b) If the evaluation team concludes that the person is an eligible person, the Director shall notify the Commissioner, and the person shall remain at the Institution for treatment.

(c) An individualized written treatment plan including treatment goals shall be prepared, filed with the Director, and implemented for each eligible person. The treatment plan and the inmate's progress under it shall be reviewed by the Director or an Associate Director for treatment at appropriate intervals but at least every six months.

(d) A person's status as an eligible person and his progress under his treatment plan shall be reviewed by the Board of Review following a new evaluation by an evaluation team at least once a year. The Board of Review shall make appropriate written recommendations for the future treatment and status of the person following its review. A copy of these recommendations shall be maintained as part of the person's file.

(9) A person transferred to the Institution for evaluation or treatment remains in the custody of the Division of Correction and under the sentence imposed on him, but he is subject to the immediate control of the Institution and its staff.

10. LEAVE OF ABSENCE

(a) Persons transferred to the Institution for treatment are

eligible for the work release and leave of absence programs provided for in Sections 700A through 700D-1 of Article 27 of the Code. The functions of the Warden or Superintendent and the Commissioner under those sections shall be performed by the Board of Review with respect to persons confined in the Institution.

(b) In addition to these programs the Board of Review may grant extended leave to an eligible person for a period not to exceed one year if the Board of Review concludes that the extended leave (1) will not impose an unreasonable risk on society and (2) will assist in the treatment and rehabilitation of the eligible person. The Board of Review may attach reasonable conditions to the extended leave, at any time make reasonable and appropriate modifications of the conditions, and revoke the leave if it finds that the person has violated a condition of the leave.

11. RELEASE FROM INSTITUTION

(a) A person confined at the Institution shall be released upon expiration of his sentence in the same manner and subject to the same conditions as if he were being released from a correctional facility. The Director shall notify the Commissioner 30 days prior to the release.

(b) At any time after transfer of a person to the Institution for treatment as an eligible person but prior to the expiration of the person's sentence, the Board of Review, upon review of the person may take the following action:

(1) If the Board of Review concludes that the person is no longer an eligible person but should remain confined until released on parole in accordance with normal parole commission standards or expiration of his sentence or the inmate requests a transfer in writing, the Director shall notify the Commissioner and send him a copy of the evaluation team's report. Within 90 days after that notice, the person shall be delivered to the appropriate correctional facility designated by the Commissioner. This transfer shall not affect any right to parole consideration that the person may then have.

(2) If the Board of Review concludes that (1) it will not

impose an unreasonable risk on society and (2) it will assist in the treatment and rehabilitation of the eligible person, it shall grant a parole from the Institution for a period not exceeding one year. The Board of Review may attach reasonable conditions to the parole, at any time make reasonable and appropriate modifications of these conditions, and revoke the parole if it finds that the person has violated a condition of the parole. The Board of Review shall review the person's status prior to the expiration of the parole period, and may extend the parole.

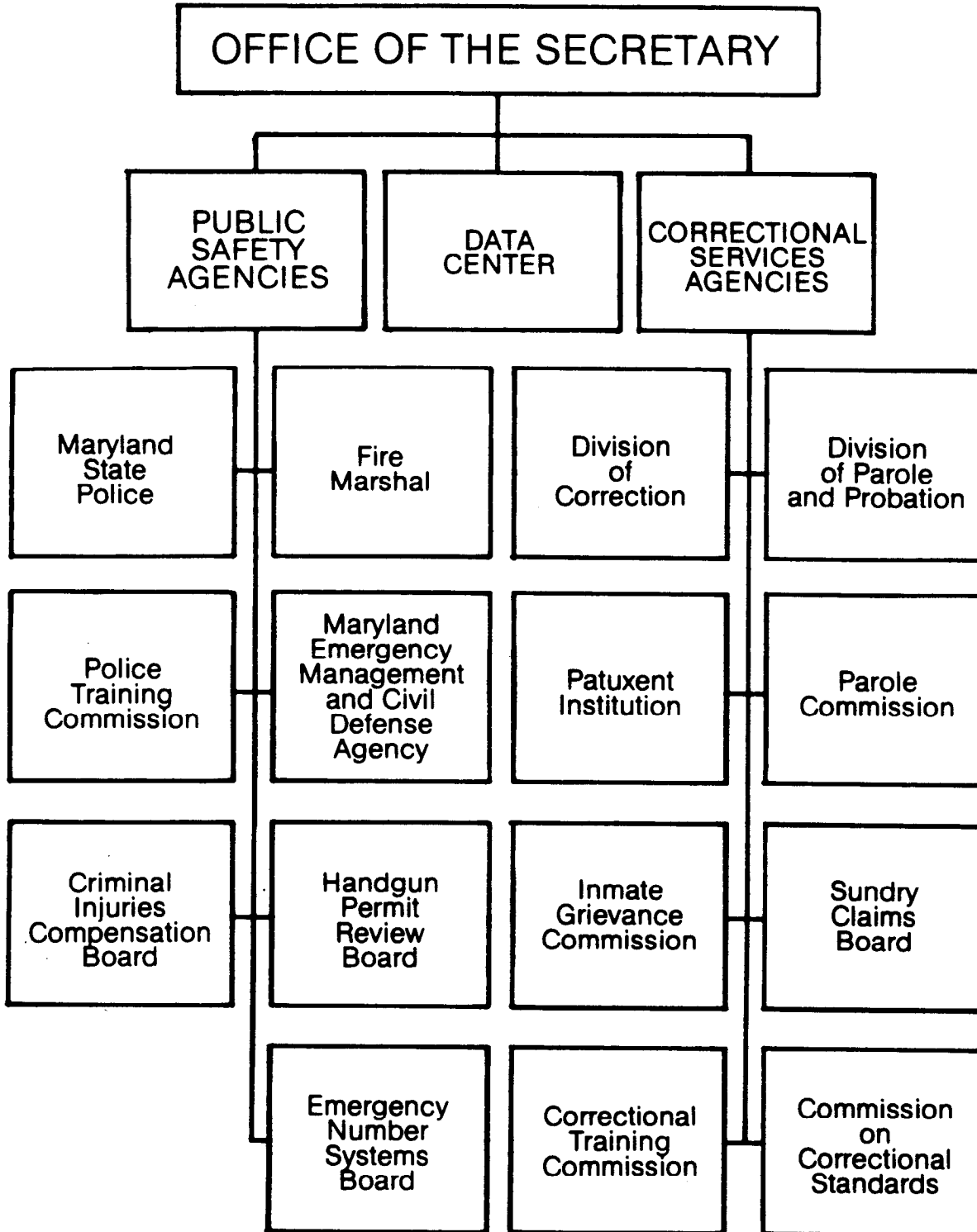
(c) If a person has successfully completed three years on parole without violation, and the Board of Review concludes that he is safe to be permanently released, it may through the Director, petition the court that last sentenced the person to (1) suspend the person's remaining sentence and terminate parole supervision upon the conditions the court deems appropriate or (2) vacate the person's remaining sentence. Notice of this petition shall be served upon the State's Attorney that last prosecuted the person, and the State's Attorney shall be a party to the proceeding. After a hearing, the court may either grant or deny the relief requested in the petition.

12. CREDITS AGAINST SENTENCE

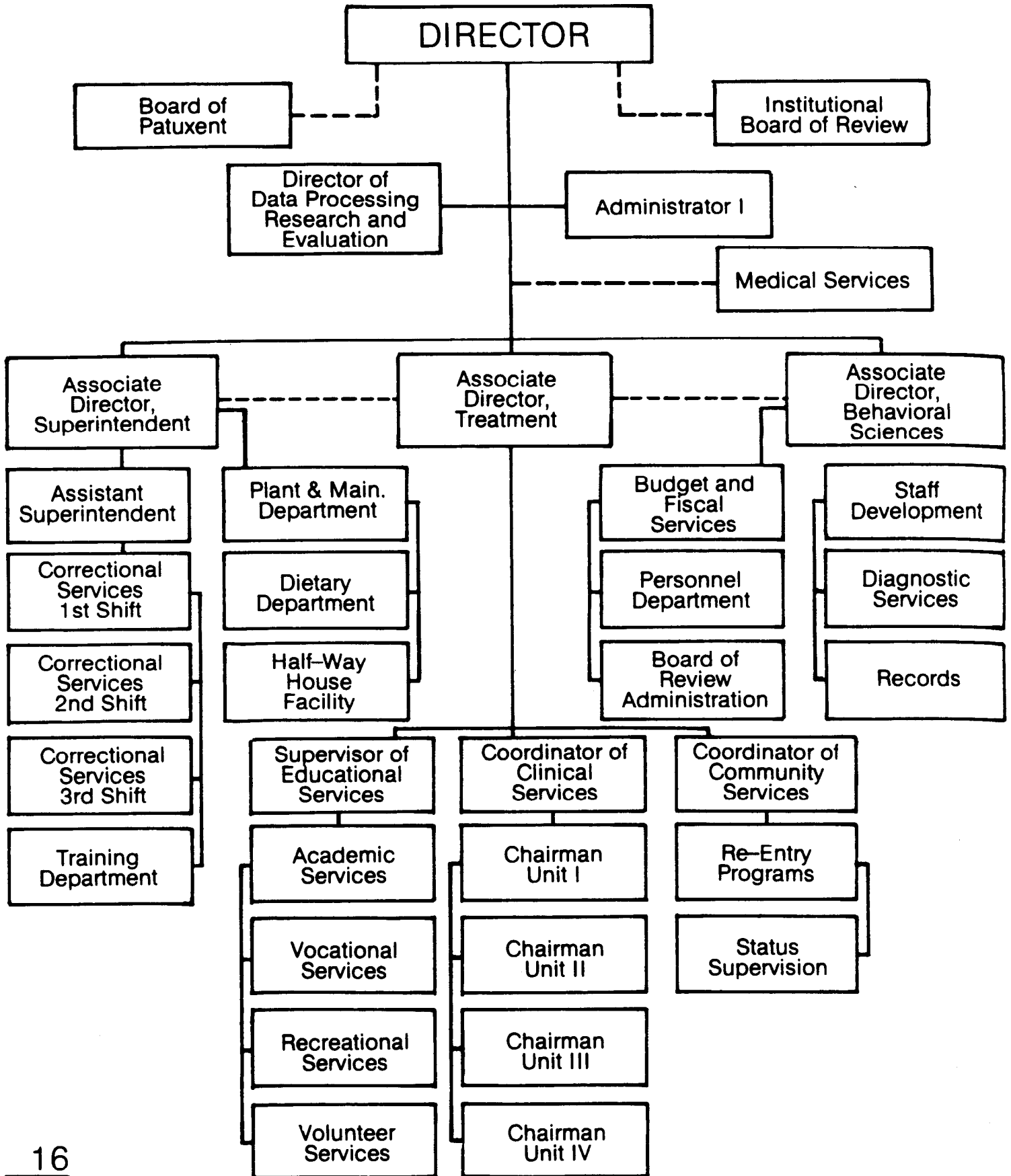
A person transferred to the Institution for evaluation or treatment shall receive full credit against his sentence for the time spent at the Institution, including allowances under Section 700 of Article 27 of the Code as determined by the Commissioner.

14. SUPPLYING "CONSUMING INSTITUTIONS"

The Director may determine from time to time whether, and to what extent, persons in the custody of the Institution and selected by the Director, shall supply goods, wares, merchandise and produce required to be purchased by "consuming institutions" as defined in Article 27, Section 680 of the Annotated Code of Maryland. All such activities shall be conducted in accordance with the provisions of Article 27, Section 680 of the Annotated Code of Maryland.



PATUXENT
INSTITUTION
Table of Organization



As a correctional officer you will be dealing with a group of individuals with which every other part of this society has failed.

There is no way that a short manual like this can teach you all of the skills you will need for dealing with inmates. However, we can give you some pieces of very good advice, we can tell you some things about inmates that will help, and we can tell you some things to watch out for.

As a new officer dealing with inmates, two of the most important things for you to do are:

- observe and **listen**
- follow policies and procedures

There are no guaranteed ways to be sure of dealing with inmates the right way, but these few hints will prevent you from doing things too badly at first.

THE MOST IMPORTANT PART-YOURSELF

Don't be defensive - If you have something about yourself to defend-it means they have something to attack. If you let the inmates get to you-they will.

Don't have to prove anything to anybody- Be confident of yourself and your abilities. Be able to laugh at yourself, and remember that what someone says about you has nothing to do with who you are.

Don't live in fear of making a mistake - You will make mistakes. But be reasonably careful, follow the rules, and **learn from your mistakes** so you won't make them again.

TO AVOID PROBLEMS - FOLLOW THE RULES

When you have more experience and know the institution and the inmates better you will know when it is alright to bend a rule. But you don't know that yet-and **the first test the inmates will throw at you is to see how far you will bend the rules.** Again, don't be afraid to say no.

If an inmate is right, if some rules are not enforced, he can always speak to your supervisor and your supervisor can explain it to you. **But listen to your supervisor and fellow officers, not the inmates.**

INMATES

Many inmates have serious psychological problems, many don't. But **all** of them live in Patuxent, behind bars, and **that makes a difference.**

Since they have to spend all of their time behind bars in the same place with the same people -

They have to deal with each other 24 hours a day. If you, as an officer, are a little suspicious of the con-man inmate, a little afraid of the monster with the hair-trigger temper, and a little paranoid about the real crazy ones - think of how the inmates must feel. **Their fear, suspicion, mistrust, paranoia and need to manipulate will be applied to you. (CD 18)**

They are interested in making their life on the inside easier - and in getting out. Small favors, luxuries, and advantages mean a lot. Release or escape mean even more. They are surrounded by the walls and bars, but you are the human part of the institution denying them luxury and freedom. Any plan they make to bring themselves extra luxuries, contraband, or freedom **must involve you as a necessary part.** You will constantly find yourself in their planning.

During the years they spend here their whole world is within the walls of Patuxent. Whether any such thing as a "criminal personality" exists or not, the demands made to get by inside these walls mean that the "inmate personality" will exist. They look at things differently. Everything you say or do - no matter how small to you - will be seen or heard by an inmate in **his** way.

THINGS TO WATCH OUT FOR

Diversions - To get your attention away from something, inmates will get you to focus on something else. Experience will help you learn a casual conversation from a diversion, a genuine fight from one staged to get your attention.

Set-ups - Follow the rules and you should be okay. Be

careful of inmates who are overly helpful or friendly, watch out for sad tales, and don't do favors. Some inmates are friendly, some are helpful, some have sad tales and some do need favors. But every time you bend a rule or do a favor you run the risk of being set up.

Personal Attachments-There is no need to be unfriendly, but don't become a friend. As we said before, don't be hard-nosed, but don't be a buddy.

SOME ADVICE ON WHAT TO DO

BE FIRM, BE FAIR, BE STRAIGHT WITH THEM. If you are straightforward and consistent, if you treat everyone by the same rules, and if you treat them as humans but remember your role as their supervisor, you are doing all that can be done.

**TALK TO YOUR FELLOW OFFICERS.
LEARN FROM THEIR EXPERIENCE.**

In your career at Patuxent you may be working any one of the 64 posts that exist at the institution and which may be manned during any of the three shifts.

There are seven general types of posts you may work:

TOWERS: Six tower posts, manned, as determined by the Superintendent, during all shifts.

CONTROLCENTER AND MAIN GATE: Front Desk manned by a CO III or higher during all shifts.

UTILITY OFFICERS: Usually 6 to 10 officers, all shifts, for doing a variety of jobs that come up. (PIR 110-5, Tab BB)

ESCORT OFFICERS: Usually 2 officers, any shift, for transporting inmates outside Patuxent. (Tab J, CD 23)

TUNNEL OFFICERS: 1 to 3 posts manned during all shifts, for controlling traffic through the tunnels. (CD 6)

TIER OFFICERS: 9 to 22 posts depending on shift manned during all shifts, for control and security in each tier. (Tab F, Tab T)

SPECIFIC DUTIES: During 2nd shift, officers for the visiting Room, School, Vocational Building, Clothing Room, ID and RDCC Annex, or for specific duties needed for each post. (CD 4, CD 37, CD 40)

UNIVERSAL POST ORDERS

These are the basic orders which apply to all posts. No matter what post you are working - you must be aware of these orders. (CD 13)

1. **Familiarize** yourself with the orders for your post and follow those orders. (PI R 110-4)
2. **Emergencies:** (Mass Disturbance, Escape, Fire, Hostages): Immediately dial 222 and report your name, location, and the nature of the emergency. If you are not on a post - respond to the emergency.

-
3. You must have **no distractions** on your post, including no radios, reading or food.
 4. You must conduct **regular security checks** around your post. (CD 7, Tab VV)
 5. You must locate and familiarize yourself with all **fire equipment** around your post. (CD 30)
 6. You must make **watch calls** every 1/2 hour when required by the post orders.
 7. On all posts, **follow all Rules and Regulations** and all orders.
 8. You must check and **sign the Post Order Book** as required.
 9. You must learn **the schedule of calls-when** the inmates eat, go to the yard, to sick call and the like (see Section VII I of this guide).
 10. You must carry out **the specific duties** of each post as they are written in the post order book.

Note that you must read, understand, and follow the specific orders found in the post order book at each post.

introduction

The following is a list of rules and regulations on conduct for all employees of Patuxent Institution.

Employees **must be familiar** with all policies and regulations that may affect them as an employee of Patuxent Institution, and should be familiar with policies and regulations governing employment with the State of Maryland in general. If you **have any** questions regarding these rules and regulations, ask your supervisor.

Definitions

Contraband - any item not officially authorized to be present within the Institution or on the grounds thereof or any item, authorized or unauthorized, which shall be brought into the institution by unauthorized channels. Controlled dangerous substances and alcohol shall be considered contraband for all purposes in these rules. (Tab E)

Controlled Dangerous Substances (CDS) - any drug defined by Article 27 of the Annotated Code of Maryland to be a controlled dangerous substance. Medications prescribed by a physician shall not be considered controlled dangerous substances for the purposes of these rules so long as those medications are used and possessed solely by the employee to whom they were prescribed. Supervisors must be notified by the employee when said employee is in possession of medication. (PI R 130-4)

interested Person - The person about whom a record pertains.

Rules and Regulations for Employees of Patuxent institution

1. KNOWLEDGE AND COMPLIANCE WITH RULES -

Each employee shall be familiar with the rules in this booklet; all Patuxent Institution Regulations, Bulletins and Manuals; and directions or post orders particular to the employee's department, and shall adhere to those rules and regulations at all times. Failure to adhere to the rules and regulations shall be grounds for disciplinary action.

2. DISCIPLINE POLICIES- Employees who violate Institutional policy, or regulations, or any state law, policy or

regulations shall be disciplined as allowed by law. Should any violation also constitute a violation of local, state or federal law, the institution shall initiate criminal prosecution of the employee.

3. REPORTING EMERGENCIES - In case of emergency such as fire, escape, serious disturbance or serious injury, any employee observing same shall be responsible for reporting the occurrence by EMERGENCY TELEPHONE NUMBER 222. When reporting such an occurrence, the employee shall remain on the line and report to the Control Center Officer the location of the emergency, the nature of the emergency, the name of the reporting employee and any other information the officer shall require.

4. ATTITUDE TOWARDS INMATES - Employees shall be firm, fair, and impartial in their relationships with inmates. Employees are expected to maintain an objective and professional interest in the welfare of all inmates so as to contribute to the rehabilitative efforts of the Institution. (CD 18)

5. PHYSICAL FORCE - Employees shall not use physical force against an inmate except as allowed by the Institution's "Use of Force" policy. (CD 17, CD 23, PIR 110-4)

6. WEAPONS POSSESSION AND USE - All weapons required in the performance of duties by employees of the Institution shall be issued by the Institution, and no other weapons shall be substituted therefore except upon direct approval of the Superintendent. No employee shall be permitted to carry any type of weapon whatsoever into the confines of the Institution, nor shall the employee knowingly permit any other person to do so.

Employees issued weapons shall be held strictly accountable for the weapons issued to them and they shall be required to take whatever measures are necessary to prevent inmates from obtaining possession of such weapons.

The greatest caution and conservative judgment shall be used in the control of firearms. Firearms shall be used only as allowed by the Institution's Use of Force policy. (CD 9, CD 10, CD 17, Tab L, Tab M, PIR 110-12)

7. PREVENTION OF ESCAPES AND DISORDERS-Every employee has the duty to take all reasonable precautions to prevent escapes or disorders. Any employee having information about any unusual occurrence, an escape, a disturbance, or a violation of any rule or regulation affecting the safety or security of the institution shall immediately report all known information to a supervisor. The initial report will be made verbally and shall be followed with a written report. (CD 27, Tab H)

8. AIDING AND ABETTING AN ESCAPE - No employee shall knowingly aid or abet in the escape of any person in custody of the Institution, or knowingly withhold any information concerning any escape or attempted escape, or the whereabouts of a fugitive or fail to make reasonable efforts to prevent any escape or report any known fugitive. Failure to comply with this rule may result in the removal from State service and/or criminal prosecution.

9. INMATE HANDBOOK- All employees shall receive and be familiar with the *Inmate Handbook* and shall be responsible for understanding the rules for inmates set forth therein. Employees shall be responsible for the enforcement of the rules of conduct and other matters in the handbook. (CD 29, Tab JJ)

10. PROTECTION OF INMATE PROPERTY-All employees shall take every possible precaution to protect the personal property of the inmates under their charge. Employees responsible for supervision of housing units shall not permit any inmate to enter the quarters of another inmate (except on 4th level tiers), nor shall those quarters be opened for any reason other than to admit or release the inmate assigned thereto or to permit an authorized employee to enter those quarters. (CD 41)

11. CONTROL OF TOOLS, DRUGS, KEYS, DANGEROUS MATERIALS - All employees shall be responsible for exercising extreme caution at all times to adequately control such items as tools, keys, drugs, and other dangerous materials and to prevent inmates from gaining access to them. The loss of any such item or the inability to account for such item

under an employee's control must be immediately reported to the Shift Commander on duty.

No employee shall permit any inmate to handle or have in their possession or under their control any keys to security doors or grills or to doors to any departments or rooms of the Institution, except the Pre-Release Center residents may be given keys to their individual rooms. Employees may allow inmates to have keys to equipment that is specifically authorized for the performance of assigned inmate duties. Employees issuing equipment keys to inmates shall be responsible for the return of the equipment and the keys. (CD 19, CD 33, CD 35, Tab P, Tab X, PIR 80-3)

12. PERSONAL SEARCH - All employees shall be subject to an authorized search of their person and their belongings at any time while on duty or upon the grounds of the Institution. Any refusal of an employee to submit to search shall be immediately reported to the Superintendent or the Director. The refusal of any employee to submit to search of his person or belongings may constitute grounds for disciplinary action.

13. POSSESSION OF CONTRABAND - Employees are forbidden to bring contraband into the Institution or knowingly permit contraband to be brought in by any other person. Employees shall be alert to detect contraband and shall report its presence or suspected presence immediately to a supervisor. (Tab E)

14. PASSING CONTRABAND - An employee shall not deliver, attempt to deliver, or procure to be delivered to an inmate any item of contraband or money, nor shall an employee receive or attempt to receive from an inmate any item of contraband or money, except when authorized in the performance of the employee's duties.

15. PERSONAL SERVICE OR GIFT FROM INMATE - Employees shall not give or receive any gifts from inmates, nor extend any favor to an inmate. Employees shall not require inmates to provide any personal service other than those provided by regulation to all employees or otherwise specifically authorized.

16. PASSING MESSAGES FOR INMATES - Except as required in the performance of assigned duties, no employee shall take into or out of the Institution any message or communication of any type from or intended for any inmate nor will he permit an inmate to pass any communication to another person for delivery.

17. CONTACTS BETWEEN EMPLOYEE AND INMATE'S FAMILY OR FRIENDS - Except as required in the performance of assigned duties, no employee shall visit the home of any inmate or of the relatives or friends of any inmate, nor shall the employee communicate with such persons or accept any article from them. Where such contacts, outside of the line of duty, appear to have reasonable rehabilitative purposes, the employee may request prior written permission from the Director to have such contact.

18. VEHICLE SECURITY - Employees who drive institutional or personal vehicles within or on the grounds of the Institution or personal vehicles within or on the grounds of the Institution, including the public parking area, are responsible to assure that the vehicles are properly secured. At no time shall a vehicle be left unattended with motor running or ignition key available. Institution vehicles used to transport inmates shall be searched prior to loading inmates to insure absence of contraband. (CD 21)

19. TRANSPORTING INMATES - No employee shall take any inmates from the confines of the institution without specific authorization to do so. When authorized to transport an inmate, the employee in charge is responsible to see that the inmate is taken directly to and from the place designated. Permitting the inmate to leave the direct supervision of the employee and the making of unauthorized stops is strictly prohibited. Employees transporting inmates under guard shall be responsible for their safe and secure conduct during such travel. Employees authorized to transport inmates without guard shall be responsible for the immediate reporting of any absence or escape of the inmates, and shall be required to provide exact details as to location, physical appearance, and all other pertinent details that would assist in recapture. (CD 32, Tab J, Tab U)

20. PERSONAL CONDUCT- Employees, whether on or off duty, shall conduct themselves in a manner which will maintain the respect of their fellow employees, the public, and the inmates of the institution. Conduct which reflects adversely upon the Institution or State service by causing disgrace, embarrassment, or criticism shall not be tolerated. (PI R 50-3, PIR 115-4)

21. AVAILABILITY FOR DUTY - All employees are considered to be available for duty on atwenty-four hour basis for any Institutional emergency. Employees shall inform the Institution of their proper address and telephone number where they can be reached. Any change shall be immediately reported to the Personnel Office.

22. REPORTING FOR DUTY- Employees shall report ready and willing to perform their assigned duties at the time and place designated by their supervisors.

23. ATTENTION TO DUTIES - Employees shall perform their duties diligently and efficiently. Indifference, carelessness and negligence shall not be tolerated. Employees responsible for the supervision of inmates shall give their full attention to those inmates. Engaging in distracting activities such as social conversation, personal reading, listening to radio or watching television shall not be permitted. (CD 13, PIR 110-14)

24. ASSIGNMENT OF DUTIES - Every employee of the Institution shall perform any service of which the employee may be deemed capable when so required by a superior. The employee shall be held responsible for the efficient performance of duties assigned. Any grievance or dispute as to duty shall be submitted through the established Grievance Procedure.

25. ORDERS OF SUPERVISORS-A lawful order given by a supervisor to a subordinate shall be executed promptly and faithfully. The subordinate shall, after the execution of the order, have the privilege of appealing the order through the Grievance Procedure. During any emergency situation all employees shall give prompt attention to orders relating to

the safety and security of the Institution given by uniformed personnel. During such circumstances any employee who, because of his position deems it necessary to countermand such an order, assumes responsibility for the consequences.

26. LEAVING POST ASSIGNMENTS - Employees shall not leave their assigned posts until authorized or until relief has arrived. When relieved, the employee shall deliver to his or her relief all keys, materials, and information required by the relieving employee in the performance of his duties, as well as any special orders, instructions, or observations received during the tour of duty. Before leaving a post, the employee shall examine the area to detect any hidden inmate, fire hazard, or contraband; and shall immediately report any such matters to a supervisor.

27. REPORTS - All reports submitted by an employee, whether written or oral, shall be clear, concise and factual. The making of willfully false statements may be grounds for disciplinary action. (CD 29)

28. DRUG OR ALCOHOL ABUSE - Employees who report for duty under the influence of drugs or alcohol shall be marked "Other Absence" and sent home. The Director or Superintendent shall be notified and disciplinary action shall be initiated.

29. SUBSTITUTES - Employees shall not procure a substitute to perform their duties without prior permission from their supervisors.

30. ILLNESS OR INJURY ON DUTY- Should an employee become ill while on duty, he shall immediately report to his supervisor, who shall see that the employee is relieved from duty and sent home.

Should an employee become injured while engaged in the actual performance of duties, the employee shall immediately report this to his or her supervisor. The employee shall complete the "Employees' Initial Accident and Injury Report" form FM 188-482 and submit it to the supervisor as soon as possible. The employee's supervisor shall notify the Personnel Office of the injury so that the employee can be

referred to an Accident Fund physician for an examination.
(PIR R 20-6, PIR 50-5)

31. CONTACT WITH THE PUBLIC - Employees whose duties involve contact with the public shall be courteous and conduct themselves in a businesslike manner. Employees shall not divulge information relative to the affairs of the Institution or of the inmates to the public without the permission of the Director or designee.

Manuscripts written for publication by employees of the Institution which in any way refer to the affairs of the Institution or to the inmates shall be approved by the Director before publication. Employees shall not deliver public addresses or teach any course wherein reference is made to the affairs of the Institution or the inmates without prior approval of the Director.

Whenever information is given to the public such information shall be truthful, and objective, and shall be limited to the information authorized to be given.

32. CONTACT WITH THE MEDIA- Request for information about the Institution or any inmate thereof from the media shall be directed to the Director or the Public Information Officer.

Employees who are requested to give interviews to the media for any reason shall be allowed to do so if they so desire after notification is given to the Director or Public Information Officer. Only information authorized for release shall be made available to the media.

Photographs of the Institution or inmates shall not be allowed without the approval of the Director or Public Information Officer. (PI R 60-2)

33. ESCORTING VISITORS/TOURS - Employees who have visitors from the public shall be responsible for the actions of their visitors, and shall see that visitors are escorted at all times by a staff member. Employees shall insist that visitors refrain from giving or receiving items from inmates and shall not permit visitors to go into unauthorized areas.

Employees shall not invite or arrange for groups or individuals to tour the Institution without the prior approval of

the Director. The rules listed above with respect to the individual visitors shall also apply to employees who escort tour groups.

34. SICK LEAVE - If illness prevents an employee from reporting for duty, the employee shall notify his or her supervisor as provided for in PIR 50-5.

35. IDENTIFICATION CARDS - Each employee shall be furnished an official identification card. This card shall be carried by employees at all times while on duty and shall be displayed upon request. The loss of an identification card shall be reported to the Superintendent immediately. Identification cards shall be returned to the Institution upon the termination of employment.

36. UNIFORMS AND BADGES - Uniformed personnel shall wear the prescribed uniform and insignia. Uniforms shall be kept clean, pressed and in good repair. Uniforms shall be worn only when on duty, when traveling to or from duty, and at such other times as specifically authorized. The loss of any article of the uniform or a badge shall be reported immediately. Upon termination of employment, all uniform items and badges shall be returned to the Institution.

37. USE AND CARE OF STATE PROPERTY - Employees shall be responsible for the proper care and maintenance of property in their care and shall be expected to take all reasonable precautions to prevent loss or damage of such property. No personal work shall be done in any shop or department, nor materials used for such work, without permission of the Director or his designee. Personal use of State property is forbidden.

38. REMOVAL OF ITEMS FROM THE INSTITUTION - Employees shall not carry from the Institution any keys, records, orders, or documents of any kind, or any article not belonging to the employee unless specifically authorized to do so. Employees shall not knowingly permit any other employee, inmate or visitor to do so.

39. CONFIDENTIAL NATURE OF INMATE AND PERSONNEL RECORD - The official records of the Institution pertaining to inmates and personnel are confidential and shall not be revealed to any person except with the permission of the interested person or upon proper judicial order or as otherwise provided for by law. All employees having possession of such records shall exercise extreme care in the control of such records to prevent their loss, damage, or misuse. The dissemination of confidential information to persons not authorized to possess such information may constitute grounds for removal from State service.

40. OFF-DUTY EMPLOYMENT - Any employee may seek off-duty employment so long as such employment does not adversely affect the satisfactory performance of the employee's state job, pose a conflict of interest under state law or regulations, or violate the ethical code of the State of Maryland.

41. CONFLICTS OF INTEREST - Employees shall not engage in any conduct which may constitute a conflict of interest as defined in the Annotated Code of Maryland, Article 31 B(7). A violation of this rule shall constitute misconduct in office and may be grounds for removal from state service.

42. NON-DISCRIMINATION POLICY- No employee of the Institution shall himself practice or knowingly permit any other employee or visitor to practice any form of discrimination against any employee, visitor, or inmate because of the person's race, color, creed, or national origin. Any violation or suspected violation of this regulation shall be promptly reported to the Director for appropriate action. Any employee who feels he or she has been subjected to discrimination is encouraged to file a complaint with the proper agency.

The following are some of the rules and regulations that apply to inmates.

As an officer it is important for you to be familiar with these rules. If an inmate violates a rule and you prepare a Disciplinary Incident Report, the procedures which will follow are listed in the booklet called *Disciplinary Rules and Procedures*. This booklet, which is given to each inmate on admission, lists all of these rules and the process of disciplinary hearings, appeal procedures, and sanctions which can be given an inmate for violating a rule. **it is a short booklet which you will need to read in order to do your job well.** Copies of that booklet are available in the Captain's Office or in the Training Office. It explains what you must do in disciplinary proceedings, and lists the steps those proceedings will go through.

Rules of Conduct for inmates

There are two types of disciplinary violations.

1. **Minor Violations** may require that you prepare a Disciplinary Report or Disciplinary Incident Report.
2. **Major Violations** are those which threaten the security of the institution or the safety of the employees or inmates of the institution, and are dealt with more severely.

The primary institutional rule is that an inmate must follow the directions given by members of the institutional staff. If an inmate feels an order is inappropriate, he must first follow the order and then make use of available appeal procedures to challenge that order.

Minor Violations

The following acts constitute minor violations of the disciplinary rules:

1. Affixing any item to any wall without proper authorization or any attempt to do so.
2. Altering, damaging or destroying the property of another person or the State of Maryland when said property is valued under \$50.00.
3. Being out of bounds of prescribed areas of activity.
4. Conducting a business.

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5. Congregating in dayroom or corridor bathrooms.
 6. Creating or causing excessive noise; or creating or causing any noise after lights out except in an emergency.
 7. Displaying disrespect to another inmate or staff member.
 8. Engaging in reckless, careless or willful acts which may cause harm to another.
 9. Entering or attempting to enter another inmate's cell; except on fourth level tiers, where a maximum of three inmates may be in a cell with the assigned occupant's permission.
 10. Failure to exhibit proper conduct in the I.D.R.; leaving or attempting to leave a seat in the I.D.R. without permission; or removing or attempting to remove food from the I.D.R. or kitchen.
 11. Failing to make oneself available as directed during the count.
 12. Failure to enter or leave cells promptly when the doors are opened or failure to remain in front of the assigned cell while waiting for the door to be opened.
 13. Failure to keep person, property or living quarters clean, neat and in good order; or failure to make the bed prior to leaving the cell.
 14. Failure to remain together, move quietly, promptly, and obey orders and instructions during group movement.
 15. Gambling.
 16. Giving, receiving, demanding or procuring personal services to or from an inmate, visitor or staff member or any attempt thereof, including bartering, exchanging, purchasing or selling personal property.
 17. Making willfully false or deliberately misleading statements or reports.

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18. Obstructing cell doors, windows, bars, lighting fixtures or cell ventilators.
 19. Perpetrating a fraud or misrepresentation.
 20. Possessing, passing or receiving contraband or any attempt to do so.
 21. Possession of, passing or receiving currency, or any attempt to do so.
 22. Possession or manufacture of identification cards or papers other than those authorized or any attempt to do so.
 23. Receiving or attempting to receive any item of value through extortion, coercion or bribery or attempts thereof.
 24. Refusing a direct order.
 25. Refusing to submit to a search of person, property or quarters upon request.
 26. Sleeping with face covered.
 27. Smoking in the I.D.R. or any restricted area; or any attempt to do so.
 28. Soliciting, conspiring, being an accessory to or aiding and abetting in the commission of a minor violation.
 29. Stealing.
 30. Tampering with or abusing institutional, inmate, visitor or staff property.
 31. Threatening another inmate, staff member or visitor.
 32. Throwing an item out of a window or any attempt to do so.
 33. Trespassing in areas not designated on an official pass, delaying prompt passage to authorized areas; or any attempt to do so.

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34. Unauthorized use of the telephone.
 35. Use of profane, vulgar or obscene language or behaving indecently.
 36. violation Of a postal law or institutional mail regulation or any attempt to do so.
 37. Washing clothes in the shower without authorization.

Major Violations

The following acts constitute major violations of the disciplinary rules:

1. Altering, destroying or damaging any item valued at \$50.00 or more.
2. Arson.
3. Assault and/or battery on an inmate, staff member or visitor.
4. Attempting to commit any major violation.
5. Creating a disturbance.
6. Escape.
7. Hoarding authorized medications.
8. Interfering with or obstructing a staff member from performing their duties.
9. Possession of a weapon.
10. Possession of implements reasonably expected to be used in an escape.
11. Refusing a direct order when such refusal jeopardizes the security or order of the institution.
12. Rioting or inciting a riot.
13. Sexual acts.

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14. Soliciting, conspiring, being an accessory to, or aiding and abetting the commission of a major violation.
 15. Soliciting or attempting to influence an employee to jeopardize the security of the institution.
 16. Tampering with or misusing any communication system in such a way as to jeopardize the security of the institution.
 17. Throwing excrement.
 18. Unauthorized possession, use, sale, passing or receiving of drugs, controlled dangerous substances, alcohol or other drug paraphernalia.

PENALTIES

After formal procedures have been carried out, one or more of the following penalties may be imposed for each violation.*

Minor Violations:

1. Reprimand.
2. Loss of not more than one month of movies, use of dayroom.
3. Loss of not more than ninety (90) days of gymnasium and yard for abuse of this privilege.
4. Loss of commissary for up to one month, not restricting the purchase of articles necessary for personal hygiene and writing materials.
5. Loss of special privileges granted to the individual inmate.
6. Where the infraction concerns contraband material, the same may be sent home, placed in the property file for return to the inmate upon release, may be placed in use for indigent inmates if the contraband is perishable, or may be destroyed.
7. Curtailment of visiting privileges for abuse of such privilege for not more than one month. (This shall not apply to visits

from attorneys, public officials, clergy or the press.)

8. Change of visiting privileges from D.D. Building to D.C. Building Visiting Room for a time specified by the Disciplinary Committee, but not more than thirty (30) days.
9. Recommend loss of job assignment if the incident is job related.
10. Cell lock-up for not more than fifteen (15) days, with curtailment of job assignment during this period.
11. Recommend tier demotion.

Major Violations:

1. Recommend loss of job assignment if the incident is job related.
2. Recommend tier demotion.
3. Cell lock-up for not more than fifteen (15) days, with curtailment of job assignment during this period.
4. Confinement in Disciplinary Segregation L-I for a period not to exceed fifteen (15) days.
5. Change of visiting privileges from D.D. Building to D.C. Building Visiting Room for a time specified by the Disciplinary Committee, but not more than sixty (60) days.
6. The disciplinary team may recommend loss of Good Conduct Time, industrial time or educational time. Loss may not exceed five (5) days and the time may be taken only during the month in which the infraction incurred. Loss of industrial time must be job related and loss of educational time must be school related.
7. Loss of not more than ninety (90) days of gymnasium and yard for abuse of this privilege.
8. Loss of special privileges granted to the individual inmate,

i.e. extended visits, use of telephone, lawn visits.

***For information about Inmate Appeals, the Inmate Grievance Commission, and the operation of Disciplinary Segregation (L-I) you should refer to the manual on *Disciplinary Rules and Procedures*.**

INITIAL PROCEDURES

Any staff person who has reason to believe an inmate has violated any of the rules and regulations of Patuxent Institution or the work release program shall immediately report the incident to a custody supervisor, who shall determine whether the incident warrants the issuance of a disciplinary report. If the supervisor determines that a disciplinary report is warranted, the supervisor shall instruct the reporting staff person to complete section I of the Patuxent Institution Disciplinary Report form, and upon its completion shall review the report to determine whether informal disposition is appropriate.

Informal disposition *

1. If the supervisor reviewing the disciplinary report finds that it involves a minor infraction, he may decide to offer the inmate informal disposition of the matter. If the supervisor decides to offer informal disposition, he shall, prior to the end of the shift on which the report was written see the inmate and explain that if the inmate' agrees, the disciplinary report will be reduced to a disciplinary incident report and the inmate will serve a period of temporary restriction specified by the supervisor.
2. If the inmate agrees to accept a disciplinary incident report, the supervisor shall note the reduction on the form, note the restriction imposed upon the inmate and have the inmate sign section II. The supervisor shall also sign section I I, noting the date and time.
3. Executed disciplinary incident reports shall be noted in the disciplinary log and the report form shall be forwarded to the base file.
4. If an inmate agrees to accept a disciplinary incident report in lieu of formal disposition, the inmate may not appeal the disciplinary incident report.

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5. Supervisors may impose one or more of the following restrictions for a period not to exceed 24 hours in exchange for the inmate's agreement to a disciplinary incident report (Note: In this section all time limits include Saturdays, Sundays and holidays):
 - a. Cell lock-up
 - b. Confinement to housing tier
 - c. Loss of recreation
 - d. Loss of movies
 - e. Loss of dayroom

*For information on Formal procedures you should refer to the *Handbook of Disciplinary Rules and Procedures for Patuxent Institution*.

What you do each day that you work at Patuxent will change as you work different posts and as you are promoted. However, in this section there is some information on basic daily procedures no matter which post you are working. You have seen most of these before in this Officer's Guide, but that is to be expected because these are the basics of the Correctional Officer's job.

Be Prepared for Your Job

Arrive for work **on time each day** you are scheduled to work. If you have an honest excuse for missing work call your supervisor **immediately**. If you are trying to think up an excuse remember this: Patuxent has had over 300 employees working three shifts, 7 days a week, 52 weeks a year, for 30 years-so whatever your excuse is, they've heard it before.

Be physically and mentally ready for work. **Take pride in yourself** and in your career to do it well every day. (PI R 115-4)

Security is Your First Concern

Always be alert regarding security.

Do not allow inmates to linger on your post.

CHECK ALL SECURITY DEVICES AND PROCEDURES AT YOUR POST WHEN YOU TAKE IT OVER. (CD 7, Tab W)

Watch for contraband.

Remember you are responsible for the security of your fellow officers and of the inmates.

Read and Follow Post Orders

The orders for each post are the directions that keep each part of Patuxent working from day to day. **Be familiar with the** orders for the post you are working. (PI R 110-14)

Look back over section V of this Guide on Basic Posts and Post Orders.

Control Movement of Inmates

You will find there is a lot of coming and going within Patuxent. You must make sure it is all legitimate.

On mass movements, get to know the daily schedules of feeding, sick call, work, school, and the like. (CD 6)

On individual movements, all such movement is controlled with a system of passes. Don't hesitate to check a pass or restrict movement if it is not legitimate.

Use Your Authority Effectively

On those posts where you deal with inmates remember that **you are supervising inmates.**

Be clear in what you say, be firm but be fair.

Orders must be concise, clear and enforceable.

Remember that you have more first-hand contact with inmates than most other staff members. Your impact on them can be more important than anyone else's, but it can be bad as well as good.

General Schedule

The following is a general schedule of the activities at Patuxent. It may be revised or altered during your career as an officer, so remember to keep up with any changes.

ACTIVITY SCHEDULE

ACTIVITY	TIME	DAY
Feeding	6:00 A.M. - 8:30 A.M.	Breakfast, Daily
	11:30 A.M. - 1:00 P.M.	Dinner, Daily
	4:30 P.M. - 6:00 P.M.	Supper, Daily
School/ Shop	8:30 A.M. - 11:15 A.M.	Daily except Sat., Sun. and Holidays
	12:30 P.M. - 3:15 P.M.	
College	8:30 A.M. - 11:15 A.M.	Friday only
	5:30 P.M. - 8:30 P.M.	Monday thru Thursday
Gym/ Yard	9:00 A.M. - 11:00 A.M.	Daily except Saturday
	1:00 P.M. - 3:00 P.M.	Monday thru Friday
	6:00 P.M. - Dusk/ 8:00 P.M.	Monday thru Thursday
Sick Call	9:30 A.M.--until finished	Mon. and Thurs., D/C Bldg.
	9:30 A.M.-until finished	Tues. and Fri., D/D Bldg.
Clinic (nurse)	1:30 P.M. - 2:30 P.M.	Daily
	10:00 A.M. - 11:00 A.M.	Weekends and Holidays
	6:45 P.M. - 8:00 P.M.	Daily
Visiting Hours	8:30 A.M. - 11:30 A.M.	Daily (no visits on Christ- mas, Thanksgiving, 4th of July and Easter)
	1:00 P.M. - 3:30 P.M.	
	6:30 P.M. - 9:00 P.M.	
Commissary	8:00 A.M. - 11:30 A.M.	Bi-weekly, alternate weeks for each building. Days set by commissary personnel.
	1:00 P.M.-until finished	
Barber Shop	8:30 A.M. - 11:30 A.M.	Daily, except Sat., Sun. and holidays
	12:30 P.M. - 3:30 P.M.	

Movies	7:00 P.M.-until finished	Fri. and Hol., D/D Bldg.
	9:00 A.M.-until finished	Sat. and Hol., D/C Bldg.
	1:30 P.M.- until finished	Sat. and Hol., D/C Bldg.
Dayroom	9:00 A.M. - 10:45 A.M.	Daily, D/D Bldg.
	9:00 A.M. - 10:45 A.M.	Sat. and inclement weather, D/C Bldg.
	1:00 P.M. - 3:30 P.M.	Daily, Third level
	1:00 P.M. - 3:30 P.M.	Weekends, Second level
	1:30 P.M. - 3:30 P.M.	Daily, D/C Bldg.
	7:00 P.M. - 10:30 P.M.	Daily, D/C Bldg.
	7:00 P.M. - 11:00 P.M.	Daily, Second level
	7:00 P.M. - 11:30 P.M.	Daily, Third level
Anytime	Daily, Fourth level	
A.A.	8:00 P.M. - 9:00 P.M.	Thursday, Assigned inmates
Evening Bible Classes	7:00 P.M. - 9:00 p.m.	Daily, only assigned inmates
Reason Straight	6:00 P.M.-until finished	Thursday, assigned inmates
	7:00 P.M.-until finished	Saturday, assigned inmates
Therapy	Scheduled by units	Daily, except Sat. and Sun.
Church	9:00 A.M. - 11:00 A.M.	Catholic, Sunday
	1:30 P.M. - 3:00 P.M.	Protestant, Sunday
	6:15 P.M. - 8:00 P.M.	Muslim, Saturday
Tier Counsel	Scheduled by units	Once a week, except Sat. and Sun.
Inmate Telephone Program	Scheduled by units with approval of Superintendent	Daily

Inmate Formal Count	11:00 P.M.	Daily
Inmate Master Count	After movies at Lock-in	Saturday
Mail Call	6:30 P.M.	Daily, except Sat., Sun. and Holidays
Work Call	8:15 A.M. and 1:00 P.M. or as scheduled by a Supervisor	Daily

Although every emergency will be different, all emergency situations are the same in that you must act quickly and correctly in response to something that is not part of your daily operation. This may be one of the most demanding parts of your job as a correctional officer—being able to respond quickly and properly to situations that will occur very rarely in your career, if they ever occur at all.

There are three types of emergency situations.

Hostage Situations
Mass Disturbances
Escapes

There are some things that are common to all of these emergencies, so let's cover them first.

In Any Emergency - Do the Following

REPORT: THIS IS YOUR FIRST RESPONSIBILITY As

soon as you are aware of an emergency situation contact the Control Center by phone - Dial 222 - by walkie-talkie, by voice, or have the message relayed through any officer available.

SECURE: The institution will try immediately to isolate the problem area and secure the rest of the facility. As soon as you are notified of the emergency secure your area if possible.

PROTECT: Do all you can to protect the public, yourself, other staff members, and the inmates. **After you have reported the emergency**, if you can help isolate or reduce the problem do so, but **only** if you are sure you can succeed. Don't make the situation worse by acting hastily.

RESPOND: Respond quickly and without question to supervisor's orders. Only through **teamwork** can an emergency be handled safely and quickly.

Each of the types of emergency situations has a detailed plan available for officers and supervisors: CD 25 for Hostage Situations, CD 26 for Mass Disturbances, and CD 27 for Escapes. As a new officer you

can not know all of these in detail-but there are some important items in each emergency you should remember.

HOSTAGE SITUATIONS (CD 25)

If you are **not** a hostage but witness a hostage situation there are two things to remember-

1. Until your supervisor or other commander arrives **observe everything** as carefully as you can. How many people are involved, where, whether there are weapons, what was said and done, and so on.
2. After a superior officer arrives, **follow orders** promptly.

If you are taken hostage it will be hard for you to try to remember a set of detailed training materials, but try to focus on the following.

1. **Don't worry about anything outside-** your family will be counseled and kept informed and the institution will be working full time to get you out. That, by the way, is the truth.

2. **Stay as calm as you can.** Work on staying calm, concentrate on it. If you stay calm it may help keep your captors calm; if you panic, they may panic.

3. **Be patient.** The first hour of a hostage situation is the most dangerous. **Every minute that passes increases your chances of getting out unharmed,** so avoid becoming depressed or tense. As time goes on things will get tense because neither you nor the inmates know what's going on-but remain calm.

4. **Cooperate fully.** You will have very little choice, so try to avoid irritating people who have the power to force you to do something anyway. Don't try to negotiate, don't threaten, don't challenge.

5. **Be Observant.** Concentrate on what is going on around you-remember names and who does what. It will help you handle your fear. Look for places of safety, and take cover and stay down if anything occurs.

MASS DISTURBANCES (CD 26)

Any disturbance that disrupts the institution so much that the staff on duty at the time is unable to control the situation is a mass disturbance.

If you are there when such a disturbance begins

- Your first job is to **report** the problem
- Your second job is to **secure** the area, isolating the disturbance, if you safely can
- Your third job is to await help and **follow** the **orders** of your supervisor

If you are not present when a disturbance begins

- You should become **alert** and prepare to be ready to secure your area
- You should await orders, and then **follow orders** quickly and completely

Since a mass disturbance can get out of hand and prove dangerous to everyone at the institution, all responses after the first officer's report and attempt to secure will be directed by the administration. You will only need to follow orders and remember the following:

Physical force will be used

- Only when necessary
- Only when ordered
(CD 17, PIR 110-4)

Deadly force will be used

- Only as a last resort
- Only upon a direct order
(CD 17)

ESCAPES (CD 27, Tab H)

There are two kinds of escapes.

Active Escapes - those in progress at the time

Passive Escapes - those already accomplished when they are discovered

Active Escapes

Your first responsibility is to prevent the escape if you can do **so without reducing security** in your area.

Physical force can be used to prevent an escape if necessary.
(CD 17)

Deadly force can be used to prevent an escape (CD 27)

-**Only** as a last resort

-**Only** if the escapee is **outside** the **interior** perimeter fence.

As soon as possible report the escape or attempted escape.

Passive Escapes

Immediately report the escape, dial 222 and report to the Control Center.

Wait where you are to give a full and clear report.

As a new officer you are probably classified as a Correctional Officer I which is the most common starting classification for a line officer in corrections.

You are eligible to start as a Correctional Officer II, if you have the following when you are hired:

- 60 college credits
- two years of any previous job experience

As a new correctional officer, you will have a probationary period. During that time you will go through training and will work only those posts allowed for CO I's.

PROMOTION FROM CO I TO CO II

Requirements:

- After **one year** working at Patuxent you are eligible to apply for promotion to Correctional Officer I I.
- The major **criterion** for promotion to CO II is **JOB PERFORMANCE.**

Procedures:

Promotion from Co I to CO II is a reclassification within Patuxent. In other words, it is done within Patuxent, and does not directly involve the state offices or state tests.

- 1st: You should obtain a form for "Promotional Application to CO I I." This form is in the personnel office of Patuxent.
- 2nd: The personnel office sends this form to your supervisor (normally your Shift Commander). The supervisor fills out a promotional recommendation form based on your job performance.
- 3rd: These forms are sent to the Associate Director, who makes a recommendation, and then sends them on to the Director. Based on these recommendations, the Director makes the final decision.

Benefits:

- Correctional Officer II has a higher base salary than CO I, and there are pay increments within the CO II rank.

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- Correctional Officer I I's are allowed to work a wider range of posts than CO I's.
 - Correctional Officer I I's are eligible to apply for the position of co III.

PROMOTION FROM CO II TO CO III

The position of Correctional Officer I I I, or Sergeant, is one of greater responsibility and authority. It is one which requires leadership, and is an important first step on a career ladder to managerial and administrative positions.

Requirements:

- You may apply for the position of CO I II when posted by Personnel.
- You must take a state examination for the position.
- If selected, you must appear before the Promotional Board of Patuxent Institution for a personal interview.
- If selected, you must appear before the Director of Patuxent Institution for a personal interview.
- The major criteria for promotion to CO I II are:
 - JOB PERFORMANCE
 - WORK HABITS
 - PERFORMANCE ON THE PROMOTIONAL EXAMINATION
 - PERFORMANCE BEFORE THE PROMOTIONAL BOARD

Procedures:

- 1st: You **must** file an application for promotion with the State Department of Personnel in Baltimore. You can get this form in the personnel off ice at Patuxent.
- 2nd: You will be notified when the next examination for the Correctional Officer I I I position is to be given. These tests are usually given once a year.

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- 3rd: You take the test for Correctional Officer III.
- 4th: If you pass the test, your name will appear on an eligibility list which is sent to the personnel office at Patuxent. If you fail the test you will be notified by the State Department of Personnel.
- 5th: The personnel department at Patuxent screens this list and the records of the persons on the list. The names of those Patuxent employees who are in the top five (5) on the test, and their files, are submitted to the Promotion Board. If there is more than one vacancy, one additional person will be added for each vacancy.
- 6th: The Promotion Board does the following:
-It reviews the work records of the candidates.
-It begins consideration of candidates at the top of the list.
-It writes reasons it feels a person should or should not be considered for promotion.
- 7th: The Promotion Board conducts interviews with the top five candidates, and makes recommendations on its choice to the Director.
- 8th: The Director makes the final decision based on the recommendations of the Promotion Board.

SOME IMPORTANT THINGS TO KNOW FOR A PROMOTION INTERVIEW

We cannot tell you all of the specific items you should know for your examination or interviews. But we can mention the basic areas covered, and recommend that you know them well.

1. **Present Yourself Well.** Make sure you and your uniform present a professional appearance. Look like you care, pay attention, and be cooperative. (PIR 115-4)
2. **Don't Panic.** Everyone is nervous coming before the board, it's a normal thing. Relax as much as you can, and you will be able to remember the important things.
3. **KNOW THE POST ORDERS.**

4. **Know the Regulations, Custody Directives, and Patuxent Institution Bulletins on Security.** This is crucial. You can't know everything written about the institution, but you must know the following:

SECURITY: Know the CD's, PIR's, and PIB's that relate to basic security procedures, including **key control** and **perimeter security**. (CD 7, CD 8, CD 9, CD 10, CD 16, Tab D, Tab W, Tab X, Tab Y)

EMERGENCY PROCEDURES: Know the procedures for **Fire Emergencies, Hostage Situations, Escapes,** and **Mass Disturbances**. (CD 25, CD 26, CD 27, CD 30, CD 32, CD 39, Tab H, Tab Q, PIR 60-2, PIR 110-12).

CHAIN OF COMMAND: Know how Patuxent is organized and be clear on the chain of command. (PIB 12-80)

USE OF FORCE: Know the CD's, PI R's, and PIB's on use of force, including deadly force. (CD 17, CD 23, PI R 110-4)

POST ORDERS: Know the basic post orders and their use. (CD 3, CD 13, PIR 110-14, PIR 110-15)

CORRECTIONAL OFFICER III Duties: **Know what new duties you will be handling** if promoted to sergeant, and the procedures on new posts you will encounter, particularly the **Front Gate** and **Control Center**. (CD 6, CD 9, Tab D, Tab T, Post Orders)

DISCIPLINE: Know the CD's, PI R's, and PI B's relating to handling disciplinary and segregation units for which you may be responsible as a CO II I. (CD 28, CD 31, CD 34, CD 40, PIR 110-1, PIR 110-2, PIR 115-1)

In addition to these specific materials, here are some specific pieces of advice.

When preparing for the promotional examination study the Maryland Correctional Standards.

Know where to look for answers. The CD's, PI R's, and PIB's are **always** available in the Captain's Office and in the Training Office. **USE THEM.**

Maintain a good work record throughout your career, this is one of the first considerations in all promotions.

THE PERSON WHO GETS PROMOTED IS THE ONE WHO IS:
WELL PREPARED
WELL PRESENTED
WITH A GOOD WORK RECORD

PROMOTION

The following are not "official" requirements.. But if you expect to be promoted faster and increase your salary quicker, they are worth doing all the time. Make them simply a part of the way you are all the time-a **part** of the way you do your job.

1. Be willing to do more than just what is expected of you.
2. Don't gripe or complain. If you have a grievance, go to your supervisor.
3. Do your job well. Read and learn about it. Be punctual and regular in attendance.
4. Don't gossip, and don't complain about fellow officers or supervisors.
5. Set your own standards and set them high. If you have a suggestion or are asked for an opinion, offer it clearly and coherently, but don't argue.
6. Remember that personality and politics will always have a role in any institution and you can't change that. But in the best institutions their role is far less important than competent performance and good work. Personalities and internal politics change all the time-so put your trust in yourself and your pride in your own work. You may be disappointed from time to time, but **in the long run your own performance will determine how far you go in your career.**

No guide as small as this one can tell you all of the things you need to know as a Correctional Officer. Throughout your career, you will have to learn new things and more things as you are promoted to other duties.

This section of the Officers Guide is designed to help you locate quickly other materials you may need.

It is divided into two parts. **First is a list of other manuals, handbooks and written materials that you must eventually become familiar with, and where these materials are located in Patuxent. Second is a list of the major policy and procedure materials of Patuxent.** This list is organized for “all personnel” and for “supervisors”. Under these headings are the Custody Directives (CD’s and Tabs) and Patuxent Institution Regulations (PIR’s) that you will need to know for Daily Procedures, Emergency Procedures, and for Special Procedures.

I. WHERE TO FIND IMPORTANT MATERIALS (PIB 16-79)

Security & Control Manual

Captain’s Office
Superintendents’s Office
Training Office

Patuxent Institution Regulations and Patuxent Institution Bulletins

Captain’s Office
Superintendent’s Office
Training Office

Post Orders Manual

Captain’s Office

Article 31 B: Patuxent Institution Full text in Training Office

General Rules for Employees Captain’s Office

Disciplinary Rules & Procedures Handbook

Training Office
Captain’s Office

Patuxent Institution Officer’s Manual Training Office

Inmate Materials
(Tier Privilege Handbook)
(Commissary Possession Limits List)
(Inmate Handbook)
Training Office

Rules & Regulations for Volunteers
Director of Volunteer's Office

THE AMERICAN CORRECTIONAL ASSOCIATION has a number of publications a correctional officer might be interested in. Some of their publications you might be interested in are:

The Correctional Officer's Resource Guide

Legal Responsibility and Authority of Correctional Officers

Correctional Officers: Power, Pressure and Responsibility

*Games Criminals Play and How You Can Profit
By Knowing Them*

Correctional Officer Correspondence Course

The Correctional Career Logbook

To get these or to get more information on the American Correctional Association, contact:

American Correctional Association
4321 Hartwick Road, Suite L-208
College Park, MD 20740
301-699-7675

II. POLICIES AND PROCEDURES

This section contains a list of the most important policy and procedure materials used at Patuxent. It is divided into a list of all those materials all custody personnel must become familiar with, and those materials you must become familiar with as you move into supervisory positions. Also, to help you more, they are sub-divided into daily, emergency, and special procedures.

ALL PERSONNEL:

DAILY PROCEDURES

- CD 6: Inmate Movement (Feeding)
- CD 7, Tab W: Inspection of Security Devices
- CD 13: Custody Post Orders
- CD 18: Inmate Control Over Inmates
- CD 19, Tab X: Key Control and Use
- CD 21: Institutional Vehicles
- CD 35: Control & Use of Tools and Utensils
- CD 42: General Housekeeping
- Tab E: Contraband Control
- Tab F: Cell Equipment
- Tab T: Inmate Count
- PI R 11 O-I 4: Use of Post Orders
- PI R 115-4: Personal Appearance
- PIB 28-83, PIR 50: Uniform Policy
- PIB 11-83: Time Reporting

SPECIAL PROCEDURES

- CD 17, PI R 110-4: Use of Force
- CD 23: Use of Restraining Equipment
- CD 28: Segregation Item/Activity Deprivation
- CD 31: Disciplinary/Administrative Segregation
- CD 33, PI R 80-3: Flammable/Toxic/Caustic
Material Control Plan
- CD 34: Segregation Controls
- CD 36: Preservation of Evidence
- CD 37: Processing Incoming/Outgoing Inmates
- CD 40: Officers for Segregation Units
- Tab J: Escort & Transportation of Inmates
- Tab P: Chemical Agent Control
- Tab BB, PIR 110-5: Searches and Shakedowns
- Tab JJ: Cell Lockup

PIR 50-3: Outside Political Activity
PIR 60-2, PIB 3-79: Media Contact
PIR 110-1, PI R 110-2: Segregation Units
PI R 110-8: Evidence of a Crime
PI B 14-83, PI B 5-82, PIB 17-80: Accidents,
Accident Leave
PI B 11-79: Promotion Procedures

EMERGENCY PROCEDURES

CD 4: Tactical Squad
CD 25: Hostage Plan
CD 26: Mass Disturbance Plan
CD 27: Escape Procedures
CD 30: Fire Safety Plan
Tab Q: Chemical Agent Use
PIR 60-2: Media Contact
PI R 110-12: Use and Control of Weapons

SUPERVISORS:

DAILY PROCEDURES

CD 1: Daily Institution Inspection
CD 3: Armed Posts
CD 9, CD 10: Control & Use of Firearms and
Restraining Gear
CD 11: Operation of Armory
CD 12: Armory
CD 14: Duties & Responsibilities of Custody Supervisors
CD 16: Security Inspections
PI R 110-7: Captain's Log
PI R 110-10: Inspection of Facilities
PI R 130-2: Sick Call
PI B 11-83: Time Reporting
PIB 12-80: Chain of Command

SPECIAL PROCEDURES

CD 22: Use of Personal Vehicles
CD 24: Roster Management
CD 29: Serious Incident Report
CD 38: Inmate Issue of PIR's and PIB,s
PIR 20-6: Staff or Inmate Injury or Arrest Reports
PIR 20-7: Motor Vehicle Fleet
PI R 110-16: Inmate Admission Procedure

PIR 110-21 : Cell Assignment Disputes
PIR 195-1, PIR 195-3: Visiting Privileges
PIB 7-83: Lawn Visits
PI B 12-83: Visiting Regulations
PIB 7-82: Scheduled Visiting Hours
PIB 6-81: Holiday Leave Scheduling
PIB 5-80: Commissary
PIB 13-79: Overnight Use of State Vehicles

EMERGENCY PROCEDURES

CD 4: Tactical Squad
CD 15: Emergency Staffing Plan
CD 32, PI R 130-5: Emergency Medical Care & Transport
CD 39: Emergency Equipment

III INDEX

To use this index: look for the subject you need to know about.

Once you find that subject in the index, the CD's and PIR's **dealing with** that material will be listed. You may have to **think about other ways your subject** might be listed-if you are trying to find out about the use of tear gas, for example, **you** Will find it under "Chemical **Agents**" or under "**Gas and Chemical Agents.**" All Custody Directives (CD's) and Security Directives (Tabs) will be found in the *Security and Control Manual in the Captain's Office* or the Training Office. All PIR's will be found in the Patuxent Institution Regulations, also in the Captain's Office or the Training Office.

ABANDONED PROPERTY

General (PIR 220-5)

CELL ASSIGNMENT DISPUTES (PIR 110-21)

CHEMICAL AGENTS

Gas & Chemical Agent Control (Tab P)

Gas & Chemical Agent Use (Tab Q)

CONTRABAND

Contraband Control (Tab E)

Mail & Package Control (Tab Z)

COUNT

Inmate Count (Tab T)

CRIMES

Evidence of Crime (CD 36, PIR 110-8)

DEADLY FORCE (CD 17)

EMERGENCIES

Escapes (CD 27, Tab H)

Equipment (CD 39)

Fire (CD 30)

Hostages (CD 25)

Mass Disturbance (CD 26)

Medical (CD 32, PIR 130-5)

EMPLOYEES (See STAFF)

ESCAPES

Escapes (Tab H)

Escape Procedures (CD 27)

EQUIPMENT

Emergency Equipment (CD 39)

EVIDENCE

Evidence of a Crime (PIR 110-8)

Preservation of Evidence (CD 36)

FEEDING

Feeding Control (Tab J)

Feeding Movement (CD 6, Tab K)

FIRE

Fire Safety Plan (CD 30)

Flammable/Caustic Material Control (CD 33)

FIREARMS

Armed Posts (CD 3)

Armory (CD 12)

Armory: Operation (CD 11)

Deadly Force (CD 17)

Handling (Tab M)

Issue, Use & Storage (CD 10, Tab L)

Use & Control of Weapons (CD 9, PIR 110-12)

FORCE

Use of Force (CD 17, PIR 110-4)

Use of Restraining Equipment (CD 23)

GAS & CHEMICAL AGENT/DANGEROUS MATERIALS

Control of Dangerous Materials (PIR 80-3)

Control Plan (CD 33)

Flammable/Toxic/Caustic Material

Gas & Chemical Agent Control (Tab P)

Gas & Chemical Agent Use (Tab Q)

HOSTAGES

Hostage Plan (CD 25)

HOUSEKEEPING

Cell Equipment (Tab F)

General Housekeeping (CD 42)

INCIDENTS

Serious Incident Reports (CD 29)

INMATES

Admission Procedures (PIR 110-16)

Cell Lockup (Tab JJ)

Classification (Tab S)

Contraband (Tab E)

Control Over Other Inmates (CD 18)

Count (Tab T)

Disciplinary Rules (PIB 4-82)

Feeding Control (Tab J)

Finance (PIR 245-5)

Health Care (PI R 130-1)

Injury/Arrest Reports (PIR 20-6)

Lost Property Claims (PIR 180-1)

Personal Property/Securing (CD 41)

PreRelease Inmates (Tab GG)

Sick Call (PIR 130-2)

Telephone Privileges. (PI R 250-2)

Transportation/Compassionate Escorts (CD 20)

Visiting Privileges (PIR 195-1, PIR 195-3, PIB 12-83,
PIB 7-83, PIB 7-82)

INMATE MOVEMENT

Activity Schedule (CD 6)

After Dark (CD 6 Addendum)

Compassionate Escorts (CD 20)

Compassionate Visits & Leaves (PIR 289-1)

Emergency Medical Transportation (CD 32)

Escort & Transportation (Tab J)

Feeding (CD 6, Tab K)

General (Tab U)

Processing Incoming & Outgoing (CD 37)

INTERNAL GRIEVANCE
General (PI R 180-2)

KEYS
Control & Use (CD 19, Tab X)

MAIL AND PACKAGE CONTROL
General (Tab 2, PI R 250-1)

MASS DISTURBANCES
Emergency Equipment (CD 39)
Mass Disturbance Plan (CD 26)

MEDIA CONTACT
General (PIR 60-2)

MEDICAL
Emergencies (PI R 130-5, CD 32)
Health Care (PI R 130-1)
Injury Reports (PIR 20-6)
Medications (PI R 130-4)
Sick Call (PIR 130-2)
Transport (PI R 130-6)

POSTS
Armed Posts (CD 3)
Post Books (PIR 110-1 5)
Post Orders (CD 13, PIR 110-1 4)

RESTRAINING EQUIPMENT
Control Center Storage (Tab D)
Issue & Control of (CD 9, CD 10)
Inspection of (CD 7)
Use of (CD 23)

ROSTER MANAGEMENT
General (CD 24)

SEARCHES
General (CD 8, PI R 110-5)
Inmates and Leaving (CD 8 Addendum)
Searches & Shakedowns (Tab BB)
Visitors (CD 8 Addendum)

SECURITY DEVICES

Inspections (CD 8, CD 16, Tab W)
Locking Devices (Tab Y, CD 2)

SEGREGATION

Deprivation of Items or Activities (CD 28)
Permanent Log (CD 31)
Segregation Controls (CD 34)
Selection of Officers (CD 40, PIR 115-1)
Segregation Units (PIR 110-1, PIR 110-2)

STAFF

Accidents and Accident Leave (PIB 14-83, PIB 5-82,
PI B 17-80)
Annual Review (PIR 50-6)
Employees Charged with Crime (PIB 26-83)
Emergency Staffing Plan (CD 15)
injury Reports (PIR 20-6)
Overtime & Compensatory Time (PIB 22-83)
Personal Appearance (PIR 115-4, PIB 28-83)
Political Activity (PIR 50-3)
Progressive Discipline (PIB 13-80)
Review of Personnel Files (PIR 50-13)
Roster Management (CD 24)
Sexual Harassment (PIR 50-23)
Sick Leave: Maternity (PIR 50-20, PIB 13-83)
Time Reporting (PIB 11-83)

SUPERVISORS

Captain's Log (PIR 110-7)
Duties & Responsibilities (CD 14)

TACTICAL SQUAD

General (CD 4)

TOOLS

Control & Use of Tools and Utensils (CD 35)

VEHICLES

Institutional Vehicles (CD 21)
Use of Personal Vehicles (CD 22)
Vehicle Fleet (PIR 20-7)

PROPERTY OF
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COMMUNICATE

If you have a question - ask someone.

If you are unsure of a procedure - find out.

Talk to your fellow officers. Get the benefit of their experience, and when you hear some good advice - use it.

Talk to your supervisors. If you have questions about policy, procedure, or how your supervisor wants something done, ask him or her.

Talk to the inmates. Don't initiate conversations or try to be a buddy, but learning how to communicate effectively with the people under your supervision is the key to success on your job and the security and maintenance of order in the institution.

**ALL ASPECTS OF SECURITY AT
PATUXENT INSTITUTION ARE
YOUR PRIMARY CONCERN ALL
OF THE TIME.**

