



Module 3: Investigations and Agency Culture

Time: 12:45 p.m. – 1:45 p.m. (1 hour)

Training Objectives:

1. Explain how agency and facility culture impacts inmate/resident reporting and sexual safety.
2. Describe how agency and facility culture impacts investigations *and* is impacted by investigations.
3. Provide strategies for enhancing a culture of safety.

Materials Needed:

1. Easel pad and markers
2. PowerPoint® player/machine (lap top computer and LCD projector)
3. Screen or monitor

Teaching Tips:


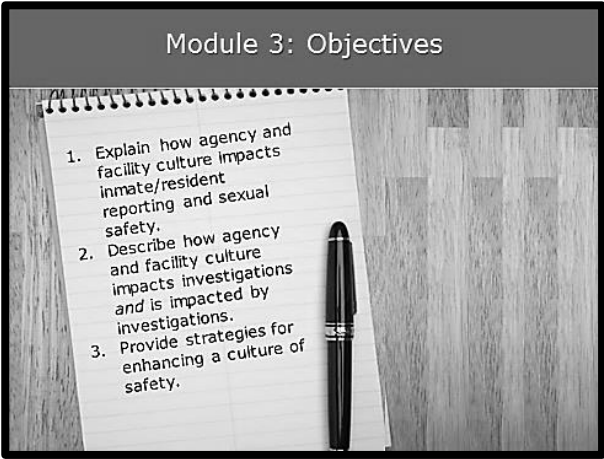

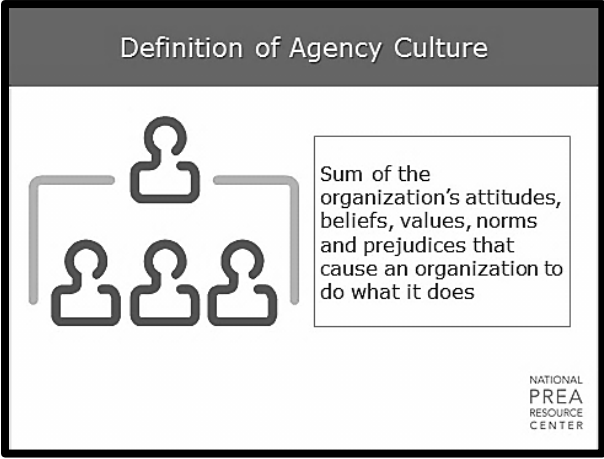


- This module is intended to help investigators understand the link between successful investigations and the overall culture of the agency. The PREA Standards do not directly address culture. However, the [Preamble to the United States Department of Justice National Standards to Prevent, Detect, and Respond to Prison Rape](#) offers an important discussion of the critical role of leadership in creating a healthy culture. The Standards contain specific requirements for investigations that are best met when the agency's culture is supportive of the investigative process.
- This module is primarily targeted to facility investigators. If training law enforcement, we recommend highlighting characteristics of correctional culture. Examples of cultural issues impacting investigations by outside law enforcement may include:
 - The potential for a high degree of contamination of evidence through multiple interviews.
 - Challenges in protecting crime scenes.
 - The high level of mistrust within the inmate/resident population.
 - The multiple and complicated relationships among staff and among inmates/residents.
 - The unique nature of sexual abuse in corrections. Victims of sexual abuse in corrections may experience repetitive assaults by multiple assailants over a period of time, and they are confined to the location of the abuse. They cannot escape the environment of people that caused them harm. This level of trauma is more debilitating and can lead to severe and chronic Post


Traumatic Stress Disorder. The sexual abuse can also impact the victim's social status and safety within the facility and may impact the victim's trust in the system as a whole, which may delay or inhibit reporting.



- It is important to continually emphasize how culture can influence the investigative process and how the PREA Standards support creating and maintaining a healthy culture.
- This module includes a number of points where the trainer is instructed to discuss a question or statement with the audience. Emphasize throughout the training that participants should discuss what they believe most staff or offenders in the agency think. As a trainer, make use of the following exercises throughout this module to keep the class engaged:
 - Class-wide discussion: Ask the class as a whole and invite individuals to speak up.
 - Paired discussion: Ask the class to split into pairs and have the pairs discuss the question briefly before sharing with the class.
 - Group discussion: Ask the class to split into groups of four or five and discuss the question for five or ten minutes. Have the groups present their conclusions.



In the agenda provided, this module is one hour long. However, a trainer could extend the module to one hour and 30 minutes if he or she decided to further emphasize the discussions within the module.



- Be advised that this module may contain material that utilizes concepts and language that may be upsetting or difficult for some participants. This may include statements referring to genitalia, sexual harassment, sexual abuse, trauma, and suicide. Videos used may also contain profanity. Please review all materials prior to using to ensure they are appropriate for use in your agency and make substitutions where needed. You should also consider providing a general notice to participants at the beginning of each training session.
- Please note that this module was developed specifically for facilities that use the Adult Prisons and Jail or Juvenile PREA Standards. Facilities using the Community Confinement or Lockup standards should review all standard references to ensure that the content and language is appropriate for their facility type and inmate/resident population and adjust the material as needed to their specific circumstance.

Time	Lecture Notes	Teaching Tips
	Agency Culture	 Agency Culture
1 min	<p style="text-align: center;">Module 3: Objectives</p> 	 Objectives
2 min	<p style="text-align: center;">Definition of Agency Culture</p>  <p>What is culture? The National Institute of Corrections defines culture as the informal beliefs, attitudes, and norms of the people within an organization. Although an agency or facility's culture is not something that is easily identified, it has an enormous impact on the success of initiatives. Agency and facility leadership determine policy and official procedures, but it is the culture of a workplace that determines whether staff buys into the philosophy and follows the spirit and the letter of the policies in place.</p>	 Definition of Agency Culture
4 min	Components of Agency Culture	

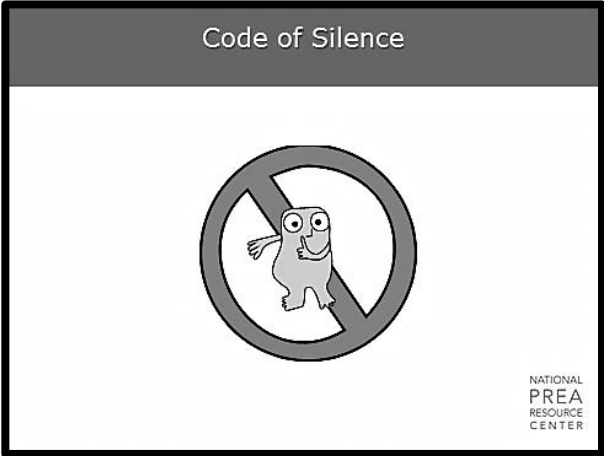

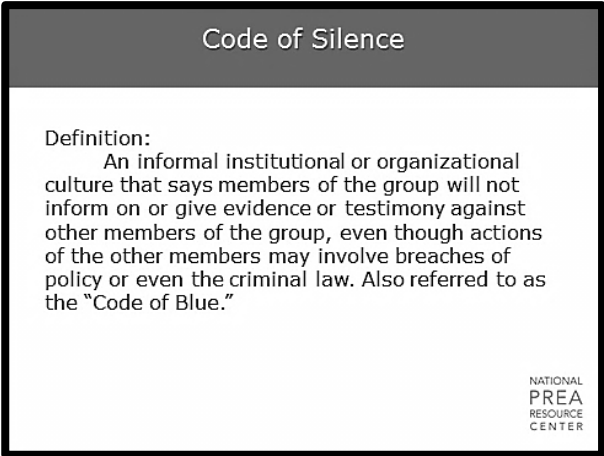


	<div data-bbox="440 191 1040 646" style="border: 2px solid black; padding: 10px; margin-bottom: 10px;"> <p style="text-align: center;">Components of Agency Culture</p> <p>Beliefs: Shared explanations of experience</p> <p>Values: What is considered right and good; the way things ought to be</p> <p>Norms: Shared rules, "way things are done"</p> <ul style="list-style-type: none"> • Norms are often more powerful than formal sanctions • So deeply held that they aren't even noticed unless they are violated <div style="text-align: right;">  <p style="font-size: small;">NATIONAL PREA RESOURCE CENTER</p> </div> </div> <p>What makes up an agency's culture?</p> <ul style="list-style-type: none"> ● Beliefs. For example, the belief that you can't be promoted unless you attend the boss' Christmas party, tell a dirty limericks or jokes, hunt or play golf, or belong to the same social club as the boss. ● Agency values. Zero tolerance for staff sexual misconduct is an agency value. The values in the correctional world are changing. For example, it is now common for women to work in male facilities. Not too long ago, this was not the case. Similarly, inmates/residents with mental health challenges are seen as needing treatment as opposed to just "crazy." ● Agency norms. An example of an agency norm is that staff doesn't volunteer for assignments. Another agency norm could be a code of silence – staff and/or inmates/residents won't "snitch" on each other. Another norm could be that staff doesn't socialize with people outside of the agency. <p>There are both formal and informal norms.</p> <ul style="list-style-type: none"> ● One informal norm might be "staff is always right until proven wrong. Offenders always lie." ● Another might be "forget everything you learned at the Academy. This is how it is done here." If formal and informal norms conflict, people may receive mixed messages. ● Does policy say one thing, but informal norms dictate another? All agencies run into this problem. For example, does policy allow staff to touch an offender? 	<p>Components of Agency Culture</p> <p>Ask: What does the class think influences this agency culture?</p>
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	<p>Policy is often quite rigid, but informal norms may allow for more flexibility – for example, what if an offender’s mother just died or the offender just graduated from a program?</p> <ul style="list-style-type: none"> • Would informal norms sometimes grant permission for staff to give an offender/resident a handshake, pat on the back or even a hug in these situations? 	<p>Ask: What is your agency “touch” policy?</p>
<p>1 min</p>	<p>Objective investigations support the administration’s value of zero tolerance while having a positive impact on culture</p> <div data-bbox="440 674 1040 1125" style="border: 1px solid black; padding: 10px; margin: 10px 0;"> <p style="text-align: center;">Objective investigations support the administration’s value of zero tolerance while having a positive impact on culture.</p> <p style="text-align: right; font-size: small;">NATIONAL PREA RESOURCE CENTER</p> </div> <p>What does culture depend on? Cultures adapt from the top – so the top needs to model the behavior they want to have in their staff. If the top doesn’t communicate, the lack of transparency leads to distrust. If staff does not trust administration, staff will not cooperate with investigations and will often not support official policy.</p>	 <p>Discuss with the class. Why is this important? What are the ways the investigative process improves or damages a positive culture?</p>
<p>4 min</p>	<p style="text-align: center;">Influences on Agency Culture</p> <div data-bbox="440 1446 1040 1898" style="border: 1px solid black; padding: 10px; margin: 10px 0;"> <p style="text-align: center;">Influences on Agency Culture</p> <ul style="list-style-type: none"> • History: critical events • Hiring process: qualities sought, backgrounds considered, questions asked. • Promotional process <ul style="list-style-type: none"> • How is it determined? • How is it perceived? • Leadership and agency ethics <ul style="list-style-type: none"> • Are rules enforced for everyone? <p style="text-align: right; font-size: small;">NATIONAL PREA RESOURCE CENTER</p> </div>	 <p>Influences on Agency Culture</p>



	<p>Culture is influenced by major events in the history of the agency. Our agency’s culture is particularly influenced by...</p> <p>Culture is influenced by staff perception of the hiring process.</p> <ul style="list-style-type: none"> ● Is staff promoted based on experience and qualifications? ● Is it based on who you know? ● Does staff believe that more recent hires were hired based on different qualifications than hires from years ago? ● Do staff talk about who gets certain jobs based on their relationship with someone? ● Are relationships (marriages, immediate family relationships, friendships) common among staff in your agency’s facilities? ● Are these relationships seen as influential to the hiring or promotional process? <p>Do staff perceive there to be favoritism or inequality in rules enforcement?</p>	<p>Insert historical event significant to your agency, e.g. major lawsuit, leadership change, etc.</p> <p>Ask participants what other events they believe have influenced the agency’s culture.</p> <p>Discuss.</p>
<p>1 min</p>	<p style="text-align: center;">Influences on Agency Culture</p> <div style="border: 1px solid black; padding: 10px; margin: 10px auto; width: 80%;"> <p style="text-align: center;">Influences on Agency Culture</p> <p><u>Characteristics and behaviors of staff members</u> – What kind of behavior is each toward the other?</p> <p><u>Staff-staff interactions</u> – Does line staff trust administration?</p> <p><u>Staff-offender dynamics</u> – Are interactions professional? – Are offenders talking about staff business?</p>  <p style="text-align: right; font-size: small;">NATIONAL PREA RESOURCE CENTER</p> </div> <ul style="list-style-type: none"> ● Are staff relations respectful and honest? Are they team focused? ● Are they gossipy? Back biting? Sexual? ● Is there dating in the workplace? <p>How does this impact investigations?</p>	 <p>Influences on Agency Culture</p> <p>Discuss.</p> <p>Some possible answers are: Culture can impact staff’s perception of whether they can trust agency processes, and whether the agency,</p>


		<p>their fellow staff, and leadership have their best interests in mind. Investigators should be aware, to the extent possible, of the cultural undercurrents in a facility so as to better understand the information they gather and the context within which the alleged incident occurred.</p>
<p>1 min</p>	<p>Staff believe that administration practice follows policy</p> <div data-bbox="440 726 1040 1178" style="border: 2px solid black; padding: 10px; margin: 10px auto; width: fit-content;"> <p style="text-align: center;">Staff believe that administration practice follows policy.</p> <p style="text-align: right; font-size: small;">NATIONAL PREA RESOURCE CENTER</p> </div> <p>Staff members' decisions on whether or not to follow policy or how to follow policy depends a lot on whether they perceive their facility or agency administration to be following policy.</p>	 <p>Discuss. Why is this important? What is their impression within your agency?</p>
<p>1 min</p>	<p>Influences on Agency Culture</p> <div data-bbox="440 1367 1040 1818" style="border: 2px solid black; padding: 10px; margin: 10px auto; width: fit-content;"> <p style="text-align: center;">Influences on Agency Culture</p> <p><u>Agency policy and procedures</u></p> <ul style="list-style-type: none"> - Does practice match policy? - Does staff care about policy or is it ignored? <p><u>Language</u></p> <ul style="list-style-type: none"> - Is there a sexualized work environment? <p><u>Disciplinary process</u></p> <ul style="list-style-type: none"> - Is discipline considered fair? - Do staff trust the process? <p style="text-align: right; font-size: small;">NATIONAL PREA RESOURCE CENTER</p> </div>	 <p>Influences on Agency Culture</p>

	<div data-bbox="440 191 1040 646" data-label="Image"> </div> <p data-bbox="326 701 781 737">Common? Infrequent? Ubiquitous?</p> <ul data-bbox="375 747 1154 1230" style="list-style-type: none"> ● Romantic relationships among staff create a sexualized work environment, especially if those staff members don't leave their relationship at home. Additionally, they can lead to tension when the relationship runs into trouble. ● Offenders can take advantage of these relationships, and the environment they create can decrease sexual safety. ● There isn't any way to control relationships between staff, and we don't necessarily want to, but it's important to know the risks they can create. 	<p data-bbox="1182 747 1406 873">Discuss. Why is this important? What is their impression within your agency?</p>
<p data-bbox="212 1241 289 1272">1 min</p>	<p data-bbox="326 1241 1154 1272">In my facility, staff discuss personal issues in front of offenders</p> <div data-bbox="440 1276 1040 1732" data-label="Image"> </div> <ul data-bbox="375 1745 1138 1873" style="list-style-type: none"> ● Frequently? Sometimes? Never? ● Why is this worthy of conversation? Will the offenders pay attention to those personal issues being discussed? 	<div data-bbox="1182 1234 1276 1297" data-label="Image"> </div> <p data-bbox="1182 1787 1406 1850">Discuss. Why is this important? What is</p>



	How will that impact the professional boundaries of staff?	their impression within your agency?
1 min	<p style="text-align: center;">Code of Silence</p>  <p style="text-align: right;">NATIONAL PREA RESOURCE CENTER</p> <p>Who has heard of the term code of silence? What is it?</p>	 <p>Code of Silence</p>
1 min	<p style="text-align: center;">Code of Silence</p>  <p style="text-align: right;">NATIONAL PREA RESOURCE CENTER</p> <p>Definition: An informal institutional or organizational culture that says members of the group will not inform on or give evidence or testimony against other members of the group, even though actions of the other members may involve breaches of policy or even the criminal law. Also referred to as the “Code of Blue.”</p>	 <p>Code of Silence</p> <p>Discuss. Is this accurate? Why might a code of silence exist? Possible answers are:</p> <ul style="list-style-type: none"> ● It’s not my business (or my job!) ● Let everyone worry about themselves ● I don’t want to get involved ● People will think I’m a rat ● I will face serious consequences with my peers ● It will put me in jeopardy
2 min	<p style="text-align: center;">Code of Silence</p>	 <p>Code of Silence</p>


	<div data-bbox="440 191 1040 646" style="border: 1px solid black; padding: 10px;"> <p style="text-align: center;">Code of Silence</p> <p>Is it part of your agency's culture?</p> <p>46% of experienced officers witnessed misconduct, but concealed it. Why?</p> <ul style="list-style-type: none"> o I would be ostracized o Officer who committed misconduct would be fired o I would be fired o I would be "blackballed" o Administration wouldn't do anything <p style="text-align: right; font-size: small;">NATIONAL PREA RESOURCE CENTER</p> </div> <ul style="list-style-type: none"> • Is there a pervasive attitude in your organization that no matter what the allegation, another staff member must not report misconduct by other staff? • Does staff believe that it is worse to tell on someone than it is to demand professionalism within the agency? • What about offenders? Is there an understanding among the offender population that reporting to staff will result in retaliation or repercussions from other offenders? <p>This study of the code of silence by Dr. Neal Trauma of the National Institute of Ethics provides some valuable insight into the pervasive and destructive nature of the issue. These elements are most relevant to correctional agencies as investigators seek to assess their agency's culture and address the highly explosive subject of allegations of staff sexual misconduct with inmates. They are also particularly relevant to investigators as they investigate allegations of sexual abuse and sexual harassment between offenders and between staff and offenders.</p>	<p>Discuss.</p> <p>Discuss.</p>
<p>1 min</p>	<p style="text-align: center;">In my facility, a code of silence is...</p>	



	<div data-bbox="440 191 1040 646" style="border: 2px solid black; padding: 10px; text-align: center;"> <p style="margin: 0;">In my facility/organization, a code of silence is ...</p> <p style="font-size: small; margin: 0;">NATIONAL PREA RESOURCE CENTER</p> </div> <p data-bbox="326 657 1000 688">A major concern? Somewhat present? Nonexistent?</p>	<p data-bbox="1182 260 1403 386">Discuss. Why is this important? What is their impression within your agency?</p>
	<p data-bbox="326 705 1149 779">Staff in my organization could report an incident of staff sexual misconduct without fear of retaliation from their peers</p> <div data-bbox="440 789 1040 1245" style="border: 2px solid black; padding: 10px; text-align: center;"> <p style="margin: 0;">Staff in my organization could report an incident of staff sexual misconduct without fear of retaliation from their peers</p> <p style="font-size: small; margin: 0;">NATIONAL PREA RESOURCE CENTER</p> </div> <p data-bbox="326 1297 488 1329">True? False?</p>	 <p data-bbox="1182 1314 1403 1440">Discuss. Why is this important? What is their impression within your agency?</p>
<p data-bbox="212 1482 289 1514">1 min</p>	<p data-bbox="326 1482 1154 1598">If a staff member suspected another staff member of engaging in staff sexual misconduct with an offender, they would feel comfortable reporting it without proof</p>	


	<div data-bbox="440 191 1040 646" style="border: 2px solid black; padding: 10px; text-align: center;"> <p>If a staff member suspected another staff member of engaging in sexual misconduct with an offender, they would feel comfortable reporting it without proof.</p> <p style="font-size: small;">NATIONAL PREA RESOURCE CENTER</p> </div> <ul style="list-style-type: none"> ● Why is this question important? ● Why does it matter if staff would be willing to report a suspicion? <p>Most staff who would report probably won't have clear proof. It's very important for staff to be able to report a suspicion without feeling that they are betraying a colleague.</p> <ul style="list-style-type: none"> ● If, as an investigator, you believe staff is not comfortable reporting suspicions, make an effort to communicate that during incident reviews and follow up. ● Administrators can take steps to increase reporting, including ensuring that policy requires the reporting of suspicions as well as incidents, providing training demonstrating what sorts of scenarios are reportable and, since we all know that staff will never feel completely comfortable reporting a suspicion, giving staff the tools to talk to another staff member in the event that they are concerned. You can also consider providing anonymous "unusual occurrence" reporting forms to staff for small things they note as unusual. 	<p>Discuss. Why is this important? What is their impression within your agency?</p>
<p>1 min</p>	<p>Offenders in my facility could report an incident of sexual abuse without fear of retaliation from other offenders or staff</p>	




	<div data-bbox="440 191 1040 646" style="border: 2px solid black; padding: 10px; text-align: center;"> <p>Offenders in my facility could report an incident of sexual abuse without fear of retaliation from other offenders or staff</p> <p style="font-size: small;">NATIONAL PREA RESOURCE CENTER</p> </div> <p>True? False? What can be done to increase offender comfort in reporting?</p>	<p>Discuss. Why is this important? What is their impression within your agency?</p>
<p>1 min</p>	<p style="text-align: center;">Code of Silence – Many Costs</p> <div data-bbox="440 877 1040 1333" style="border: 2px solid black; padding: 10px;"> <p style="text-align: center;">Code of Silence – Many Costs</p> <p>Baron v. Hickey, 242 F. Supp.2d 66 (2003)</p> <ul style="list-style-type: none"> • County Corrections officer reported supervisor playing cards with inmates – violation of policy • Harassed by co-workers (referring to him as a rat; throwing cheese at him; derogatory posters on locker; feces on car; slashing tires) • Complained on 30 separate occasions • No discipline for officers • Claimed that he was forced to resign <p style="text-align: right; font-size: small;">NATIONAL PREA RESOURCE CENTER₂₀</p> </div> <p>Here’s an example of a lawsuit that took place due to a very active code of silence culture in an agency. In this case, an officer who reported a policy violation by a supervisor experienced retaliation and was eventually forced to resign.</p>	<div data-bbox="1187 831 1279 898" style="text-align: center;"></div> <p>Code of Silence</p>
<p>1 min</p>	<p style="text-align: center;">Code of Silence</p>	<div data-bbox="1187 1514 1279 1581" style="text-align: center;"></div> <p>Code of Silence</p>



	<p>All the time? Sometimes? Never? Do you know?</p>	<p>Discuss. If participants don't know, this is equally worthy of discussion. Why don't they know? How does the answer to this question impact investigation strategies and perceptions of investigations within the agency?</p>
<p>1 min</p>	<p style="text-align: center;">Impact of Prosecutions on Agency Culture</p> <div style="border: 2px solid black; padding: 10px; margin: 10px auto; width: 80%;"> <p style="text-align: center; background-color: #cccccc; margin: 0;">Impact of Prosecutions on Agency Culture</p> <ul style="list-style-type: none"> • Get's everyone's attention • Defines the issue as serious • Prosecutors have unique tools <ul style="list-style-type: none"> ○ Subpoena powers ○ Grand jury • Successful prosecution can be a defining moment • Makes things serious <p style="text-align: right; font-size: small; margin: 0;">NATIONAL PREA RESOURCE CENTER</p> </div> <p>Prosecutions, or lack thereof, can have a substantial impact on the culture of an agency, including staff and offenders' perceptions of the seriousness of sexual abuse.</p> <ul style="list-style-type: none"> ● Prosecutions define the issue as serious and bring people's attention to the problem. ● A lack of prosecutions can do the exact opposite. ● We will discuss prosecutions and how investigators can enhance the likelihood that cases will be successfully prosecuted later in the training. 	 <p>Impact of Prosecutions on Agency Culture</p>
<p>1 min</p>	<p style="text-align: center;">Challenges for Leadership</p>	 <p>Challenges for Leadership</p>



	<div data-bbox="440 191 1040 646" style="border: 1px solid black; padding: 10px;"> <p style="text-align: center;">Challenges for Leadership</p> <ul style="list-style-type: none"> • Discover the root of the problem • Understand that the problem may be a symptom of the culture • Addressing the problem in a systematic way is about making cultural change • Cultural change is the challenge for leadership <ul style="list-style-type: none"> ○ Must shift deeply ignored norms and attitudes ○ Key positions must institute the change <p style="text-align: right; font-size: small;">NATIONAL PREA RESOURCE CENTER</p> </div> <p>Of course, this isn't always an easy problem to solve. Culture change is slow and requires intentional steps over a long period of time.</p>	
<p>1 min</p>	<div data-bbox="440 835 1040 1291" style="border: 1px solid black; padding: 10px;"> <p style="text-align: center;">Strategies for Changing Culture</p> <p style="text-align: center;">Strategies for Changing Culture</p> <p><u>Employee screening (115.17/317)</u> It starts with staff at the beginning of their service</p> <p><u>Training (115.31/331)</u></p> <ul style="list-style-type: none"> • What do they hear at the academy? • How are they initially trained at the institution? • Supervisor training vs. line staff <p><u>Zero tolerance (115.11/311)</u> Make staff aware and impose consequences. Zero tolerance must mean zero tolerance. Something has to happen to make it real.</p> <p style="text-align: right; font-size: small;">NATIONAL PREA RESOURCE CENTER</p> </div> <p>Strategies for changing culture impact an organization at all levels.</p> <ul style="list-style-type: none"> • They start with who is hired, how they are trained and, of course, agency mission statements and values. The PREA Standards support this through requiring agencies to take a zero-tolerance approach and through requiring specific training. • Strategies must address what staff hears at the Academy and how initial facility training is sequenced with that. Consistency of training at this point is also important; trainees should not learn one thing at the Academy and then be taken under the wing by a seasoned staff at the facility and told that things are 	 <p>Strategies for Changing Culture</p>




	<p>done differently on-the-ground. Supervisory training can also be adjusted to ensure appropriate oversight is provided. Finally, training can impact staff perception of zero tolerance as either a meaningless phrase or as a core value of the agency.</p>	
<p>2 min</p>	<p style="text-align: center;">Strategies for Changing Culture</p> <div style="border: 2px solid black; padding: 10px; margin: 10px auto; width: fit-content;"> <p style="text-align: center; background-color: #cccccc; margin: 0;">Strategies for Changing Culture</p> <ul style="list-style-type: none"> • Policies. Practice must match policy. Policies must be communicated and update. More than just something in writing. • Role Model. Model ethical behavior for other staff and offenders. The culture will not tolerate hypocrisy. • Assistance. Employees who need help are not afraid and get it. <p style="text-align: right; font-size: small; margin: 0;">NATIONAL PREA RESOURCE CENTER</p> </div> <p>Strategies include policy writing, ensuring practice matches policy, and providing assistance to employees in need.</p> <ul style="list-style-type: none"> ● What kind of assistance is provided to employees within the facilities? What if they start to have problems with boundaries? Would they feel comfortable seeking help? ● The second bullet is particularly relevant to investigators: Are you role modeling ethical behavior? Does staff trust investigators in your agency to be impartial and do your job in an ethical manner? <p>Role modeling also extends into the reporting area as the PREA Standards require all employees to immediately report knowledge, suspicion, or information regarding sexual abuse and harassment. If staff is not actually meeting this requirement, then investigators are not receiving the information they need to follow up.</p>	<p style="text-align: center;"> Strategies for Changing Culture</p> <p>Discuss.</p> <p>Discuss. If yes, why? If no, why not? How can you improve?</p>
<p>2 min</p>	<p style="text-align: center;">Strategies for Changing Culture</p>	<p style="text-align: center;"> Strategies for Changing Culture</p>



	<div data-bbox="440 191 1040 646" style="border: 1px solid black; padding: 10px;"> <p style="text-align: center;">Strategies for Changing Culture</p> <ul style="list-style-type: none"> • Mandated Reporting (115.61/361)– Are staff disciplined for failure to report? • Multiple Reporting Mechanisms 115.51/351)– Is there a way for both staff and offenders to report anonymously? Is there a way to report outside the agency itself? • Discipline and Prosecution (115.71/371 and 115.76/376)– Are staff or offenders involved in these actions treated fairly but prosecuted or disciplined to the fullest extent? <p style="text-align: right; font-size: small;">NATIONAL PREA RESOURCE CENTER</p> </div> <p>If staff aren't disciplined for failing to report, many staff won't feel that the benefits of reporting (which are ambiguous and far in the future) will outweigh the potential risks (which include isolation, alienation from peers, loss of job opportunities, etc.). Providing anonymous reporting mechanisms can help encourage both staff and offenders to report.</p> <p>More importantly, investigations must lead to some sort of consequence for those who are found to have violated policy or broken the law. If offenders and staff don't see appropriate discipline or prosecution, they will see little incentive in reporting. In some cases, they may also see little incentive in not perpetrating sexual abuse themselves.</p>	
<p>1 min</p>	<div data-bbox="440 1276 1040 1732" style="border: 1px solid black; padding: 10px;"> <p style="text-align: center;">Impact of Culture on Investigations</p> <p style="text-align: center;">Impact of Culture on Investigations</p> <ul style="list-style-type: none"> • Culture can either support or obstruct an investigation • Need to understand culture to know how to facilitate investigation process • Outcomes of investigations can influence culture • Understanding issues related to close communities <p style="text-align: right; font-size: small;">NATIONAL PREA RESOURCE CENTER</p> </div> <p>Culture has an enormous impact on investigations and their success or failure. Understanding the culture in which you are</p>	 <p>Impact of Culture on Investigations</p>


	investigating can help an investigator ask the right questions to increase cooperation.	
1 min	<p>Staff in my facility trust the investigative process</p> <div data-bbox="440 327 1040 779" style="border: 2px solid black; padding: 10px; text-align: center;"> <p>Staff in my facility trust the investigative process.</p> <p style="font-size: small;">NATIONAL PREA RESOURCE CENTER</p> </div> <p>True? False?</p>	 <p>Discuss. What does trust mean in this context? Why is this important? What is their impression within your agency?</p>
1 min	<p>If asked, how many staff would be able to describe what would happen to them if they were under some kind of investigation?</p> <div data-bbox="440 1062 1040 1514" style="border: 2px solid black; padding: 10px; text-align: center;"> <p>If asked, how many staff would be able to describe what would happen to them if they were under some kind of investigation?</p> <p style="font-size: small;">NATIONAL PREA RESOURCE CENTER</p> </div> <p>How many staff members receive pre-service training on the investigative process? Do you do a mapping exercise with them?</p>	 <p>Discuss. Why is this important? What is their impression within your agency?</p>
1 min	<p>If a staff member is innocent but under investigation, how many would say they have trust in the investigative process to exonerate them?</p>	

	<div data-bbox="440 191 1040 646" style="border: 2px solid black; padding: 10px; text-align: center;"> <p>If a staff member were innocent but under investigation, how many would say they have trust in the investigative process to exonerate them?</p> <p style="font-size: small;">NATIONAL PREA RESOURCE CENTER</p> </div> <p>Often, staff are confident that they'll be exonerated on the main charge, but they're certain that the investigator will find something else (a policy violation, etc.) to get them one way or another. Is that the case here?</p>	<p>Discuss. Why is this important? What is their impression within your agency?</p>
<p>1 min</p>	<p>Staff members under investigation in my facility believe they are adequately kept up-to-date as the investigation proceeds</p> <div data-bbox="440 1031 1040 1486" style="border: 2px solid black; padding: 10px; text-align: center;"> <p>Staff members under investigation in my facility believe they are adequately kept up to date as the investigation proceeds</p> <p style="font-size: small;">NATIONAL PREA RESOURCE CENTER</p> </div> <p>True? False? Is staff kept in the dark or is there regular communication, if only to say that it's still ongoing?</p>	 <p>Discuss. Is this a policy issue or a practice issue? How can investigators impact this?</p>
<p>1 min</p>	<p>In my facility there is a strong rumor mill which is where people find out about ongoing investigations</p>	

	<div data-bbox="440 191 1040 646" style="border: 2px solid black; padding: 10px;"> <p style="text-align: center;">In my facility there is a strong rumor mill -- which is where people find out about ongoing investigations</p> <p style="text-align: right; font-size: small;">NATIONAL PREA RESOURCE CENTER</p> </div> <p>True? False?</p>	<p>Discuss. Why is this important? What is their impression within your agency?</p>
<p>1 min</p>	<p style="text-align: center;">Staff in my agency believe investigations are handled in a timely manner</p> <div data-bbox="440 789 1040 1245" style="border: 2px solid black; padding: 10px;"> <p style="text-align: center;">Staff in my agency believe investigations are handled in a timely manner</p> <p style="text-align: right; font-size: small;">NATIONAL PREA RESOURCE CENTER</p> </div> <p>True? False?</p>	 <p>Discuss. What does timely mean? How can investigators impact this?</p>
<p>1 min</p>	<p style="text-align: center;">Staff under investigation receive a written notice of results when an investigation is concluded</p> <div data-bbox="440 1383 1040 1839" style="border: 2px solid black; padding: 10px;"> <p style="text-align: center;">Staff under investigation receive a written notice when an investigation is concluded providing the results</p> <p style="text-align: right; font-size: small;">NATIONAL PREA RESOURCE CENTER</p> </div> <p>True? False?</p>	 <p>Discuss. Why is this important? What is their impression within your agency?</p> <p style="color: red;">Insert questions specific to agency policy, if appropriate.</p>

<p>1 min</p>	<p>Offenders in my agency trust the investigative process</p> <div data-bbox="440 237 1040 688" style="border: 1px solid black; padding: 10px; text-align: center;"> <p>Offenders in my agency trust the investigative process</p> <p><small>NATIONAL PREA RESOURCE CENTER</small></p> </div> <p>True? False?</p>	 <p>Discuss. How does this impact reporting? How can the agency impact this? How can investigators impact this?</p>
<p>1 min</p>	<p>Investigative Process</p> <div data-bbox="440 789 1040 1241" style="border: 1px solid black; padding: 10px;"> <p style="text-align: center;">Investigative Process</p> <p>Benefits of a Clear Investigative Process</p> <ul style="list-style-type: none"> • Staff appreciate that the process protects them • Dispels anger and hostility • Changes attitude that the process is arbitrary, unfair, etc. • Prevents anxiety and fear • Confirms employee rights and obligations • Demonstrates value to security and operational improvements that can be achieved • Informs staff of penalties • Encourages staff to cooperate <p style="text-align: right;"><small>NATIONAL PREA RESOURCE CENTER</small></p> </div> <p>A clear investigative process can be extremely beneficial to the cooperation levels received by investigators and the eventual success of the investigation.</p>	 <p>Investigative Process</p>
<p>1 min</p>	<p>Strategies for Changing Culture – Demystifying the Investigative Process</p>	 <p>Strategies for Changing Culture</p>

	<div data-bbox="440 191 1040 646" style="border: 1px solid black; padding: 10px;"> <p style="text-align: center;">Strategies for Changing Culture – Demystifying the Investigative Process</p> <ul style="list-style-type: none"> • Educate. Staff need to know what is involved before they will trust. When do they learn about the process? • Training. For investigators and staff. Regular training on policy. • Consistent and Timely Practices. All staff treated fairly and timely results. Too long and the rumor mill takes over. • Report Results. To those accused and others when possible. Written results. <p style="text-align: right; font-size: small;">NATIONAL PREA RESOURCE CENTER</p> </div> <p>Consistency in investigations with regards to the process, the timing, and the information staff receive can enhance staff and offenders’ trust in the process and make an investigator’s job a lot easier.</p>	
10 min	<p style="text-align: center;">Activity</p> <div data-bbox="440 877 1040 1333" style="border: 1px solid black; padding: 10px;"> <p style="text-align: center;">Activity</p> <p>List</p> <ol style="list-style-type: none"> 1. Five positive things about your agency culture 2. Five negative things about your agency culture 3. One action step for your agency to improve culture 4. One recommendation for improving culture, to share with the class <p style="text-align: right; font-size: small;">NATIONAL PREA RESOURCE CENTER₄₀</p> </div> <p>List:</p> <ol style="list-style-type: none"> 1. Five positive things about your agency culture 2. Five negative things about your agency culture 3. One action step for your agency to improve culture 4. One recommendation for improving culture, to share with the class 	 Activity
1 min	A Word About Changing Culture	 A Word About Changing Culture

	<div data-bbox="440 191 1040 646" style="border: 1px solid black; padding: 10px;"> <h3 style="text-align: center; background-color: #444; color: white; padding: 5px;">A Word About Changing Culture</h3> <ul style="list-style-type: none"> Attempts to change = both positive and negative effects Staff need time to make adjustments and even longer to see the benefits of them. Staff accustomed to certain behaviors may be very resistant and demonstrate greater dissatisfaction with "administration." <div style="text-align: center;">  </div> <div style="text-align: right; font-size: small;"> <p>NATIONAL PREA RESOURCE CENTER</p> </div> </div> <ul style="list-style-type: none"> Those who have been involved with change agree that developing a plan and establishing a vision with input from the management team and line staff begins the process of changing culture. Staff and managers do not work together effectively when they are unclear about the agency's vision, so the first step is always clarifying the vision from the top. Lessons learned in the field show that, after the direction has been established, leadership needs to listen and then talk to staff, inmates/residents, volunteers, contractors, the unions, and the community. Everyone needs to understand the plan and how the institution/organization hopes to achieve its goals. Participation from staff is key, as is finding ways to get staff invested in the mission. 	
1 min	Questions?	