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# THE MAKING OF A JAIL PREA COORDINATOR: FINDING YOUR LEADER



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# Before We Get Started

## Tips for technical difficulties

- Audio on either VoIP or phone
- Use the “question” function in your control panel to ask a question
- For technical assistance, click on the help function at the top right of control panel



# Introductions

- Tom Talbot, Senior Policy Advisor, PREA Management Office, Bureau of Justice Assistance
- Elizabeth Layman, Consultant



# PREA Coordinator Webinars—Series of Three

## The Making of a Jail PREA Coordinator: Finding Your Leader

Today's webinar is intended to help agencies understand the roles and responsibilities of their Prison Rape Elimination Act (PREA) coordinator and provide guidance for finding the right person for the job.

## Specific Challenges for the Jail PREA Coordinator

For PREA coordinators about their role and responsibility and how to manage change, achieve staff buy-in, and communicate with leadership. **March 19, 2015**

## All About YOU, the Jail PREA Coordinator

An open forum through controlled submission of questions to address specific needs and challenges. **Planned for June 2015**

# Today's Agenda—Webinar 1

1. Review PREA Standard § 115.11 (b) & (c)
2. Defining “sufficient time and authority”
3. Discuss the basic responsibilities of a PREA coordinator
4. Meeting financial and time challenges
5. How to choose the right person
6. Strategies for supporting the PREA coordinator and PREA compliance manager
7. Questions and answers

# PREA Coordinator—What the PREA Standard Says

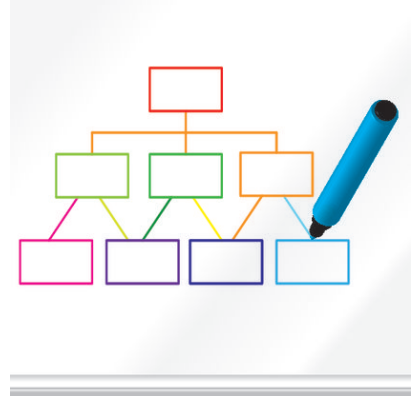
***§ 115.11: Zero tolerance of sexual abuse and sexual harassment; PREA coordinator.***

*(b) An agency shall employ or designate an upper-level, agency-wide PREA coordinator with sufficient time and authority to develop, implement, and oversee agency efforts to comply with the PREA standards in all of its facilities.*

Let's break that down.

# “Upper-Level”

- Outside the restrictions of the regular chain of command
- Has direct authority from the agency director or sheriff
- Staff fully aware of the authority of the position
- Authority to delegate and require staff to complete tasks and comply with direction
- Decision-making authority
- In some smaller agencies, sheriff or agency director might be the PREA coordinator



# “Sufficient Time”

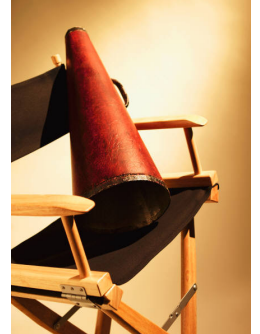
- PREA coordinator’s first responsibility is to their PREA duties.
- No requirement that the PREA coordinator be full-time, or that they dedicate all of their time to PREA.
- **However**, the PREA coordinator should be able to carry out their duties effectively. That may or may not require that they be assigned exclusively to PREA duties.
- Duties should be determined by the specific agency/facility for which they are responsible.





# “Sufficient Authority”

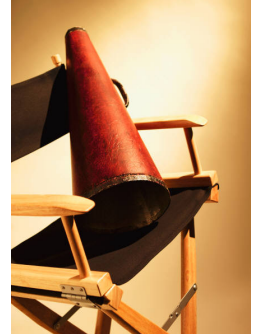
- An agency-wide PREA coordinator should be of a rank or position high enough to carry necessary authority to direct agency efforts to comply with PREA.
- PREA coordinators should have access to agency leadership, executives, and division heads.
- PREA coordinators work with all levels of staff, including management, investigators, training coordinators, human resources, and others.
- It is critical that a PREA coordinator have authority over operational functions to ensure compliance with PREA standards.



# “Sufficient Authority”

Following are some examples of why it is important for a PREA coordinator to have a certain amount of authority over staff.

- A PREA coordinator needs access to investigative materials as part of their responsibility to ensure quality investigations.
- A PREA coordinator instructs and monitors staff concerning specific operational actions.
- A PREA coordinator approves training curriculum and instructs trainers to include specific topics and information.
- A PREA coordinator makes recommendations to the head of the agency concerning necessary changes in policies, practices, and procedures.



# PREA Coordinator Role: The Big Three

The PREA coordinator:



- Develops;



- Implements; and

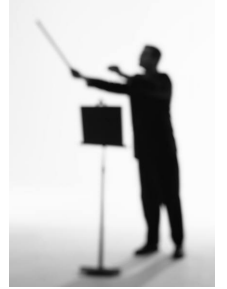


- Oversees

the agency's efforts to comply with the PREA standards in all of its facilities.

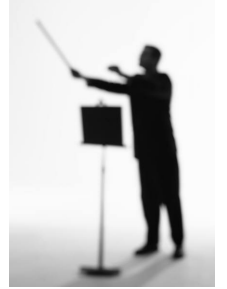
# “Develops”

- Assists in the development of the agency plan for PREA implementation.
- Educates themselves about PREA and serves as the lead source for understanding PREA in the agency.
- Heads the team for policy review, analysis, and revisions.
- Works with training staff to develop education and training for staff, inmates, contractors, and volunteers.



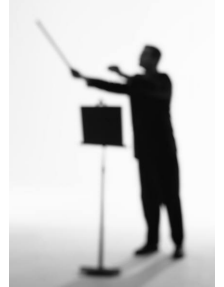
# “Develops”

- Coordinates with outside entities, such as victim advocates, sexual assault nurse examiners (SANE), medical and mental health providers, investigating agencies or bodies, prosecutors, and others as needed.
- Keeps up to date with all new information concerning PREA standards.
- Seeks, evaluates, and uses resources to ensure compliance.



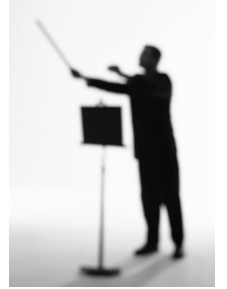
# “Implements”

- Ensures that staff understand their duties and responsibilities.
- Implements training requirements, new policies, and operational procedures and practices.
- Maintains documentation as required by the standards.
- Manages by “walking around” to be available for questions and assistance.
- Works with the auditor and prepares for an audit.
- Maintains close contact with leadership concerning progress to ensure PREA compliance.
- Models the behavior and integrity that demonstrate agency commitment to zero tolerance.



# “Oversees”

- Observes operations in the agency and identifies gaps in achieving PREA compliance.
- Conducts agency/facility assessments to evaluate compliance with standards.
- Is the main point of contact for the agency, both internally and externally, for all things PREA.
- Supervises and coordinates with PREA compliance managers (where there are multiple facilities).



# PREA Compliance Manager—What the PREA Standard Says

***§ 115.11: Zero tolerance of sexual abuse and sexual harassment; PREA coordinator.***

*(c) Where an agency operates more than one facility, each facility shall designate a PREA compliance manager with sufficient time and authority to coordinate the facility's efforts to comply with the PREA standards.*



# PREA Compliance Manager

An agency with more than one facility must have a PREA compliance manager at each facility.

The PREA coordinator may also serve as the compliance manager for a facility if they have sufficient time and if they are located in that facility.

PREA compliance managers are responsible for coordinating and monitoring their facility's compliance with PREA standards.

PREA compliance managers provide the agency-wide PREA coordinator with all of the information needed to demonstrate their facility's compliance.

# How is “facility” defined for this purpose?

## § 115.5 General definitions

*Facility means a place, institution, building (or part thereof), set of buildings, structure, or area (whether or not enclosing a building or set of buildings) that is used by an agency for the confinement of individuals.*

If an agency has two or more facilities not located on the same property or under the same facility administrator, each would be a separate facility and would require separate PREA compliance managers.

# Examples of Facilities for Purposes of PREA Compliance Manager (§115.11)

*For determining if a facility needs a PREA compliance manager as well as a PREA Coordinator, consider the following example.*

*An agency with a facility that has one wing for adults, one wing for juveniles, and is under the same administrator could be considered*

*(a) a single facility*

*(b) two separate facilities*

# Examples of Facilities for Purposes of PREA Compliance Manager (§115.11)

*For determining if a facility needs a PREA compliance manager as well as a PREA Coordinator, consider the following example.*

*An agency that has an adult jail and an adult work-release center that are located apart from each other (not within a 'group' of buildings on the same lot)*

*(a) Has two facilities*

*(b) Has one facility*

**HOWEVER, for AUDIT purposes, these are probably NOT considered one facility. Each TYPE of facility (i.e. juvenile, adult, community confinement) is bound by a separate set of standards and requires separate audits.**

# Examples of Facilities for Purposes of PREA Compliance Manager (§115.11)

*An agency that has a halfway house, a jail, and a work-release center located on the same property, with the same administrative oversight on property could be considered*

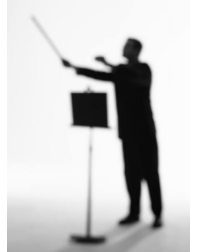
*(a) to have one facility*

*(b) to have three facilities*

**HOWEVER, for AUDIT purposes, these may NOT be considered one facility. Each TYPE of facility (i.e. juvenile, adult, community confinement) is bound by a separate set of standards and requires separate audits.**

# Choosing the Right Person for the Job

The “who” is the most important part of getting to the “where.”

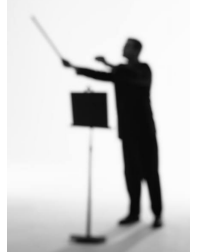


As managers and leaders, we tend to consider “where” we need to be and “what” we need to do to reach a goal.

For example, we tend to think, “We have to demonstrate that we are in compliance with PREA. We need to look at policy, procedure, operations, and training, and we need to make whatever changes we need to.”

*Most importantly, our first step is to find the right person to lead us to the goal of PREA compliance.*

# Choosing the Right Person for the Job



Jim Collins, a leader in analyzing and understanding how agencies and companies achieve success, says:

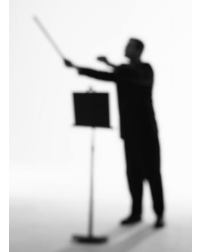
Leaders of companies that go from good to great start not with “where” but with “who.” They start by getting the right people on the bus, the wrong people off the bus, and the right people in the right seats. And they stick with that discipline—first the people, then the direction—no matter how dire the circumstances.

Collins, J. (2001). *Good to great: Why some companies make the leap ... and others don't*. New York, NY: HarperCollins.

# Choosing the Right Person for the Job

## Core Competencies for a PREA Coordinator and PREA Compliance Manager

- Believes in and is committed to the purpose and goal of achieving PREA compliance
- Strong communication skills—verbal and written
- Critical thinker—assess situations and develops and executes action plans
- Ability to collaborate with others
- Respected by staff and leadership
- Respected by inmates/clients and external partners
- Is respected by staff, inmates, clients, external partners, leaders
- Well-organized
- Works well under pressure

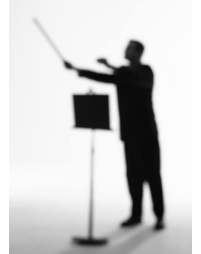




# Choosing the Right Person for the Job

## Other Desired Qualities of a PREA Coordinator and PREA Compliance Manager

- High integrity.
- Trustworthy.
- Positive attitude.
- Knows and understands the corrections field.
- Knows the facilities.
- Knows agency policy.
- Detail-oriented, but also sees the “big picture.”
- Motivates staff.
- Represents the agency in a positive manner—both internal and external to the agency.



# Supporting the PREA Coordinator and PREA Compliance Manager(s)

Agency leadership has a responsibility to provide the tools to do their job.

- Education—Enable them to get the proper training and seek resources.
- Staff support—Acknowledge to agency staff that the PREA coordinator and compliance manager(s) have your support and that you expect cooperation.
- Be clear and strong about your own commitment—and the agency's—to PREA's purpose and intent.
- Check in with the PREA coordinator to assess their needs.
- Lead by example—Be the voice of the agency's commitment to achieving compliance.
- Don't forget to appreciate ...

# The Financial Challenge to Getting the Right Person

***What if we do not have the budget to hire a new person, or the staff to appoint someone who is already employed?***

- Standards require that an agency have a PREA coordinator.

***"§ 115.11(b) An agency shall employ or designate an upper-level, agency-wide PREA coordinator ..."***

- As long as there is a designated PREA coordinator who can oversee everything, certain tasks could be delegated throughout the agency.
- However, the PREA coordinator is still responsible to monitor and oversee those delegated tasks.



# Delegating Tasks—Examples

Break the “big picture” into smaller tasks that can be completed in minimal time.

## Example

For training requirements in the following standards:

**§ 115.31 Employee training;**

**§ 115.32 Volunteer and contractor training; and**

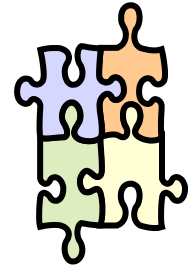
**§ 115.33 Inmate education.**

- Have a small team of staff obtain and review all available curriculum and training modules on the National PREA Resource Center (PRC) website.
- Have a small team develop training curriculum for staff.
- Have another team develop inmate education.
- Have another team develop training for volunteers and coordinators.



# Delegating Tasks—Examples

Assign sections of the PREA standards to small teams to conduct policy reviews.

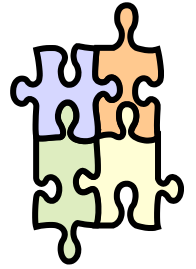


- **Prevention Planning** (§ 115.11 – § 115.18)
- **Responsive Planning** (§ 115.21 – § 115.22)
- **Screening for Risk of Sexual Victimization and Abusiveness** (§ 115.41 – § 115.43)
- **Reporting** (§ 115.51 – § 115.54)
- **Official Response Following an Inmate Report** (§ 115.61 – § 115.68)
- **Investigations** (§ 115.71 – § 115.73)
- **Discipline** (§ 115.76 – § 115.78)
- **Medical and Mental Care** (§ 115.81 – § 115.83)
- **Data Collection and Review** (§ 115.86 – § 115.89)

# Delegating Tasks—Examples

## Other Examples

- Designate housing officers to conduct PREA assessment of their own unit during night shifts.
- Designate mid-line supervisors to each observe a specific operational function (such as booking, classification, investigations, medical, programs, etc.) to assess for compliance with the related PREA standard(s).



# Delegating Tasks—Leadership Makes It Work

**Delegating tasks only works if the puzzle is put together.**



- The person delegating the tasks should check in with the groups regularly.
- Empower the groups AND provide the tools they need.
- Have the groups meet together to share knowledge, experiences, and challenges.
- Have ONE point of contact for the working groups.
- Eventually, that point of contact must be the PREA coordinator.

# Use the Available Resources!

## Tool Kits, Guides, Resources, Audit Instrument, and Peers

PRC website [www.prearesourcecenter.org](http://www.prearesourcecenter.org)

- Agency assessment tool kits
- Training videos, curriculum, etc.
- Audit instrument
- Webinars, library
- Links to other resources, including e-learning courses

[www.aja.org](http://www.aja.org)

[www.nicic.gov](http://www.nicic.gov)





# What if we do not have a PREA coordinator yet?

Agency leadership has the ultimate responsibility to ensure that the agency is PREA compliant. Even without the PREA coordinator, leadership can:

- Initiate collaboration with outside entities, as required in the PREA standards;
- Divide various tasks among staff, such as developing training curriculum, methods of documentation, policy review, observing procedures, etc.; and
- Collaborate with other agencies for support (e.g., PREA workgroups, state corrections PREA coordinators and compliance managers).

# What if we do not have a PREA coordinator yet?

Agency and facility leaders can still establish a memorandum of understanding (MOU, or other agreement) with an appropriate provider of this service as required by the standards.

***§ 115.21: Evidence protocol and forensic medical examinations.***

*(d) The agency shall attempt to make available to the victim a victim advocate from a rape crisis center. If a rape crisis center is not available to provide victim advocate services, the agency shall make available to provide these services a qualified staff member from a community-based organization, or a qualified agency staff member. Agencies shall document efforts to secure services from rape crisis centers.*

# What if we do not have a PREA coordinator yet?

Agency leadership can establish this relationship/agreement, even without a PREA coordinator. With the involvement of leadership, such an agreement provides a stronger commitment to ensuring the method is effective.

## **§ 115.51: Inmate reporting**

*(b) The agency shall also provide at least one way for inmates to report abuse or harassment to a public or private entity or office that is not part of the agency, and that is able to receive and immediately forward inmate reports of sexual abuse and sexual harassment to agency officials, allowing the inmate to remain anonymous upon request.*

# PREA Workgroups

Multijurisdictional PREA workgroups can be very helpful and prevent unnecessary duplication of work.

- Being established by jails in adjoining counties
- Particularly beneficial for smaller jails with limited resources
- Meet regularly (monthly, bimonthly)
- Exchange solutions to common challenges
- Share training materials
- Share policy revisions and suggestions
- Provide a means to conduct assessments of each other's facilities, policy, practice, etc.

# In Summary

As agency leaders:

- You do not have to know everything or do everything yourself;
- You do have to possess commitment to the purpose of PREA;
- You do have to guide the agency to its goal, with the leadership of your PREA coordinator;
- You do have to find the right person for the job;
- You do have to actively support the PREA coordinator; and
- You do have to give the PREA coordinator the tools they need to do their job.

# Questions?



# PREA Coordinator and PREA Compliance Manager

## PREA Coordinator

- Responsible for agency-wide PREA implementation
- Direct authority come from the sheriff or leadership
- Direct access to sheriff, administrator and/or agency leadership
- Main point of contact about PREA for the agency
- Coordinates with all PREA Compliance Managers

## PREA Compliance Manager

- Monitors specific facility's PREA compliance
- May be supervised through regular chain of command
- Direct access to PREA Coordinator
- Main point of contact about PREA in the specific facility
- Works with PREA Coordinator

# Resources and More Information

For more information about the **National PREA Resource Center**, visit [www.prearesourcecenter.org](http://www.prearesourcecenter.org). Direct questions to [info@prearesourcecenter.org](mailto:info@prearesourcecenter.org).

For assistance, contact one of the following.

Tara Graham  
Senior Program Specialist  
[tgraham@nccdglobal.org](mailto:tgraham@nccdglobal.org)

Sarah True  
Program Associate  
[strue@nccdglobal.org](mailto:strue@nccdglobal.org)

Register for the upcoming webinar “Specific Challenges for the Jail PREA Coordinator” on March 19 at this link:  
<https://attendee.gotowebinar.com/register/2221666960949816065>.

This webinar enhances the National Institute of Corrections e-learning course “PREA Coordinators’ Roles and Responsibilities,” which can be found at the link: <http://nicic.gov/library/package/prea>

For more resources and assistance, visit [www.aja.org](http://www.aja.org).





# PREA Coordinators

If your agency has a designated PREA coordinator and you have not already submitted their contact information to the American Jail Association, share his/her contact information with the American Jail Association (AJA) at [www.aja.org](http://www.aja.org).

## **Other AJA PREA Activities as Part of the PRC Partnership**

- AJA Conference “Special Topic Saturday – for PREA Coordinators” April 18, 2015
- PREA Fact Bulletins—Handy guidance for certain aspects of implementation of PREA standards.
- Field-initiated training and technical assistance.
- Two additional webinars for PREA coordinators and PREA compliance managers.



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