# Addressing Sexual Abuse of Youth in Custody

# Module 11:

# Management and Operational Practices

# Training Objectives

- Identify the relationship between management and operations

- Recognize why management and operational practices are important

- Identify practices that affect staff sexual misconduct and youth-on-youth sexual abuse

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# Training Objectives

- Realize the importance of evaluating management and operational practices

- Identify strengths and weaknesses of management and operational practices in juvenile correctional settings

# Management and Operations Relationship

- **Management**
  - Policy administration and development

- **Operations**
  - Policy implementation and practice

- **The give-and-take**
  - Compliance, Communication, Accountability

# Management and Operations Affect on Staff Sexual Misconduct

- Management and operations practices, attitudes, structure have an impact on sexual misconduct

  - Practices can confuse or clarify expectations about sexual misconduct

  - Attitudes can encourage or discourage reporting of sexual misconduct

  - Structure can improve the process of investigating sexual misconduct

  - Training and supervision can reduce sexual misconduct

# Management and Operations
# Affect on Youth on Youth Sexual Abuse

- **Observations**

  - Increase in fighting
  - Increase in self injurious behavior
  - Increase in the use of seclusion

- **Climate of survival vs. climate of programming**

# No Matter How Good...

- Cannot always identify which staff or youth will become involved in sexual misconduct

- Negative consequences of reporting outweigh positive

- Relationships form

# Barriers to Increased Knowledge

- Resignations in lieu of termination

- Investigations terminated upon resignation

- Weak labor/management practices

- Discipline is often based on what technology (cameras, electronic monitoring) can prove

- Under reporting

- The "consensual/wipe the brow" factor

# Management Issues

- Leadership
- Policy
- Communication
- Supervision
- Monitoring
- Policy revision
- Training

# Operational Issues

- Good reporting and documenting practices

- Attention to staff and youth behaviors and patterns

- Integrity of reporting

- Key control and staff monitoring

- Follow up

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# What Are We Seeing?
# Staff on Youth Red Flags

- Unusual caseload activity

- Not holding youth accountable for rule infractions

- Contact with youth at unusual times

- Doing favors for the youth

- Youth know personal things about the staff that co-workers don't know

- Staff working excessive overtime

# What Are We Seeing?
# Staff on Youth Red Flags

- Employee having personal crisis (divorce, family death, family illness, financial difficulty)

- Increased physical contact and private conversations

- Establishing peer relationships

- Rumors

# What Are We Seeing?
# Youth on Youth Red Flags

- History of sexual assault

- Slightly older than the potential victim(s)

- May have been a past victim of sexual assault

- May have difficulty controlling anger

# What Are We Seeing?
# Youth on Youth Red Flags

- May display poor coping skills/strategies

- May exhibit voyeuristic/exhibitionistic behavior

- May have prior charges/convictions for stalking, voyeurism or sex crimes other than rape

# Cross Gender Supervision: An Operational Issue

- Need to consider how operational practices apply to cross gender supervision in juvenile facilities
  - When are opposite gender staff supervising youth
  - Where are opposite gender staff supervising youth?
  - What are your policies and practices on cross gender supervision?
  - Do your policies and procedures comply with the PREA Standards?

# Vulnerability Assessments (VA)

- An assessment which serves to identify physical plant and operational issues that exist within the institutions that create vulnerabilities for sexual assaults to occur.

# THE VA PROCESS

- Develop and train a committee

- Committee members with security background and experience with key control;

- Committee member with health and safety experience.

# Documents to Request Prior to Assessment

- Key documents
- Telephone directory
- Security camera information
- Aerial photograph of facility
- Floor plans for every building
- Names of each building and how used
- Employee and youth work schedules
- Special Incident Reports of sexual abuse

# Personnel Request

- Employees with key control knowledge and experience

- Employees familiar with/access to all areas of facility

- Departmental supervisors from various areas of the facility

# Arrival at Facility

- Committee meets with Superintendent and appropriate executive staff and explains committee goals and process

- Committee reviews documents and develops strategies for conducting review

# Key Assessment

- No key ring is exempt from the review.

- Each employee authorized to draw a key ring is interviewed

- Commonly drawn key rings not authorized to a specific employee are also reviewed.

# Keys-- What to Look For

- Key ring identification for each ring

- The number of keys on each ring

- The single key identifier on each key on each ring

- What each key on the ring accesses

- Employee authorized to draw each ring

# Keys-- What to Look For

- Keys on rings for areas that require limited staff access

- Keys on rings of employees who were not assigned to work areas

- Keys to areas that staff use as a short cut to get from one area of the facility to another faster

- Keys to areas third shift officers don't need to access (TV room, library, laundry room, storage closet, shower, etc.)

# Key-- Recommendations

- Access to areas should not be designed for the convenience of the employee, but for necessity ONLY

- Place keys to secluded areas on separate key rings for better employee accountability in the areas.

- Restrict key authorization to only staff that need access to areas;

- Re-key locks to reduce the number of staff access to specific areas;

# Key-- Recommendations

- Remove keys from rings that are not needed for that particular shift

- Develop separate key rings for third shift officers on various posts;

- Return all keys in the Control Center to the Lock Shop that are not in use.

# Cameras

- How many cameras are installed at the facility?

- Where are cameras located?

- Which cameras are stationary?

- Which cameras are pan, tilt, zoom?

- Who monitors each camera?

- Does camera system have recording capability? If so, how long?

# Cameras

- Determine if cameras are strategically placed in areas and who, if anyone, is viewing the camera monitors

- Determine if additional cameras are needed;

- Determine if existing cameras need recording capabilities

- If the recording timeframe needs to be increased or decreased

# Floor Plans and Names of Buildings

- Floor plans of each building on grounds;

- Names of each building and building use

- The time buildings are occupied;

- Ensure no rooms or buildings are missed

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# Employee and Youth Work Schedules

Information is needed for each building to determine when employees and youth work together in secluded areas of the facility.

- Employee names and titles
- Youth names and numbers
- Employee and youth work hours
- Employee and youth days off

# Special Incident Reports

- Review to determine where incidents of alleged sexual abuse have occurred in the past

- Speak with investigator to receive additional information, i.e., employee resignations/terminations due to alleged sexual misconduct and other intelligence received

# Physical Plant Assessment

- Keys
- Doors
- Locks
- Obstructed Views

- Lighting
- Furniture Placement
- Need for Security Equipment

# Reporting

- Each committee member was required to document observations during the review;

- One standardized form was used to ensure consistent information was reported;
    - -Date
    - -Institution
    - -Building Name
    - -Room Number/Identifier
    - -Room Used For
    - -Recommendations

# Furniture Placement

- Placement of desks in offices

- Placement of desks on officers' posts

- Obstruction of view in cells
  - wardrobe cabinets, beds, etc.

- Obstruction of view in offices, rooms and other areas
  - blinds, file cabinets, bookcases, officer lockers, computer hutch, storage rack, ice machine, shelves, cubicles walls, etc

# Obstructions of View

- Film on windows

- Painted windows

- Frosted glass windows

- Curtains/blinds in windows

- Height of cubicle workstations

- Paper, pictures, posters in office and door windows

# Obstructions of View

- Solid color shower curtains

- Wood covering mesh doors

- Height and depth of shower stalls

- Boxes stacked in front of windows

- Translucent contact paper in windows

- Solid curtains used as a room divider

- Cloth and blankets covering windows

# Secluded Areas

- Staff offices in secluded areas

- Secluded areas in fire exits

- Secluded areas in stairwells

- Secluded areas under stairwells

- Secluded unoccupied areas

- Unsecured buildings outside the fence

# Suspicious Findings

- Chairs, mattresses, toilet paper in secluded areas (Mechanical Rooms, etc.)

- Pornography magazine in mechanical room

- Rooms where light bulbs had been removed or not replaced

- Suspicious behavior in secluded areas

# Lighting

- Inadequate lighting in hallways, etc.

- Light bulbs need to be replaced in closets, hallways, etc.

- Lights off in a room, office or area when occupied

# Doors

- Installing windows in solid doors

- Enlarging current windows in doors

- Replacing solid doors with mesh or grill-type doors

- Removal of doors

# Locks

- Locks on doors that are keyed from both sides (restrooms, offices)

- Slam locks on doors

- Manual turn-style locks on interior of doors

- Slide-type locks on interior of doors

# Locks

- Latchable locks on interior of employee restrooms

- Deadbolt locks

- Locks on interior side of supply closet doors

# Final Report

- Detailed report submitted to Deputy Director of Institutions

- Deputy Director of Institutions reviews report and meets with facility executive staff to review report

- An action plan developed by the institution is required

- Allow Superintendet to disagree with recommendations, and explain why

- Deputy Director of Institutions makes final decision

# Follow up

- Follow up conducted by the PREA Coordinator

- Meet with Superintendent and appropriate executive staff

- Visit areas of facility to ensure compliance

# Key Elements of Management and Operational Policy

- Clear

- Specific definitions

- Mandatory reporting

- Multiple avenues for reporting

- Allegations are thoroughly investigated

# Key Elements of Management and Operational Policy

- Protection from retaliation

- Training for staff and youth

- Orientation for youth

- Protocols for community linkage

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# Impact of Good Practices

- Staff and youth understand zero tolerance

- Staff and youth reporting increases

- Youth know the definitions and how to report

- Youth trust they will be heard and helped

# Impact of Good Practices

- Misbehavior is more obvious

- Staff understand their role

- Documentation is accurate and concise

- Incidents decrease