

The background of the slide is a purple topographic map with white contour lines. In the lower-left corner, there is a compass rose with a dark grey needle pointing towards the top-left. The compass rose is labeled with 'NW', 'N', 'NE', 'E', 'SE', and 'S'.

# **Module 8: Operational Practices**

## **Investigating Allegations of Staff Sexual Misconduct with Offenders**

Developed by the NIC/WCL Project under NIC  
Cooperative Agreement #06S20GJJ1

# Objectives

1. Identify how operational practices are connected to investigations
2. Review the comprehensive approach to preventing and investigating allegations of sexual misconduct.
3. Discuss key operational issues and their impact on investigations
4. Outline the elements of critical operational practices

# What We Know

- ▶ Operational practices impact investigations
- ▶ Operational practices can impede or facilitate the flow of information
- ▶ Failure to be attentive to operational issues = risks for the organization

# What We Know

- ▶ Attention to practices part of the holistic/systemic approach
- ▶ Clearly established practices set the benchmark for staff and offender behavior
  - Facilitate identification of deviations from established rules

# Comprehensive Approach

- ▶ Not just one policy, one procedure
- ▶ Triage policies, procedures, post orders in light of PREA
- ▶ Culture
- ▶ Training



# Key Operational Practices

- ▶ Entry points for employees, contractors
  - Searches of person, property, lockers
  - Sign in/sign out
  - Credentials
- ▶ Classification
- ▶ Orientation of offenders
- ▶ Assignment, supervision, rotation of inmate workers and those who supervise them

# Key Operational Practices

- ▶ Tours by supervisors
- ▶ Showering protocols
- ▶ Gender responsive strategies and programming
- ▶ Inmate Rules – Written and enforced?
  - Inmates in the rooms/cell of others
  - Shakedowns
  - Allowable property
  - Clothing

# Key Operational Practices

## ▶ Failure to pay attention to:

- Food
- Mental health
- Medical
- Security
- Volunteers

## ▶ Medical reporting

- STDs
- Pregnancies
- Assaults

# Key Operational Practices

- ▶ Grievance procedures
- ▶ Effective training
- ▶ Physical plant – Security Audit:
  - Key control
  - Isolated areas
  - Isolation of professional offices
    - Windows covered
  - Specific modifications for minimal inmate privacy
  - Floor plans for the facility – “Crime Mapping”
  - Analyze blind spots

# Making your Environment Investigations Friendly

- ▶ Leadership participate in training of both staff and offenders
- ▶ Investigators are visible
- ▶ First contact between staff and investigators is positive
- ▶ Identify and train first responders

# Making your Environment Investigations Friendly

- ▶ Red Flags, Daily Dozen, and Ethics
- ▶ Supervisors are supervising
- ▶ Collect and analyze data
  - Grievances, discipline, incidents, etc.
- ▶ Clarify roles - medical/mental health staff
- ▶ Multiple systems of reporting

# Activity:

1. Group will be assigned an operational practice
2. Outline (table of contents) the operational practice taking PREA into account
3. Chart the outline
4. Designate a spokesperson

# Activity:

Group 1 – Inmate workers/inside facility

Group 2 – Volunteers

Group 3 – Inmate workers assigned to work for other state/local agencies

Group 4 – Cross gender supervision

Group 5 – Search of employees, possessions, etc.