



IMPACT/JUSTICE

# Cultures of Safety in Corrections Building a Sexually Safe Culture

Staff
Facilitator Guide

2020



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#### **Acknowledgments**

The PREA Resource Center (PRC), a project funded through a cooperative agreement between the Bureau of Justice Assistance (BJA) and Impact Justice, is working to address sexual safety in confinement, and to assist state and local jurisdictions with implementation of the Department of Justice National PREA Standards.

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TMG would like to thank PRC for its continued support and championing for sexual safety in all confinement as well as its commitment to PREA.

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This training is provided by The Moss Group, Inc. (TMG), a Washington, DC-based criminal justice consulting firm. Our mission is to be a trusted partner to leaders and their organizations in creating optimal safety and well-being for staff and those persons under their care. We specialize in assisting state, local, federal, and private organizations in developing strategic solutions to often sensitive issues that face correctional administrators. Our customer-focused philosophy ensures that we deliver programs, products, and solutions on issues responsive to our customers' needs.

#### **Cultures of Safety in Corrections Overview**

#### Goals

This scenario and guide are a component of a training package of interactive vignettes to be used to supplement existing training. It is designed for trainers in adult corrections and juvenile justice to supplement training sessions with interactive, pragmatic scenarios to encourage class discussion and ensure a deeper understanding about creating a culture of sexual safety.

- Build upon pre-existing knowledge of the Prison Rape Elimination Act (PREA) Standards and best practice in prisons, jails, community confinement, and juvenile detention facilities to support a culture of safety, especially sexual safety.
- Provide pragmatic, reality-based scenarios to first- and second-level supervisors for working with staff and ensuring a culture of respect and safety.
- Provide resources to trainers related to subject matter to ensure effective delivery of the material.
- Offer alternatives to corrections and juvenile justice facilities for training first- and secondlevel supervisors by providing facilitation alternatives, such as small group work, shift briefing, and individual work exercises.

#### **Target Audience**

This material is designed to support first- and second-level supervisors in establishing and maintaining day-to-day cultural norms that support sexual safety with those whom they supervise by gaining staff buy-in, using effective communication skills, and role modeling appropriate behaviors when responding to allegations of sexual assault and harassment.

#### **Facilitator Qualifications and Expectations**

The facilitator should be an individual with strong facilitation skills who consistently demonstrates respect for training participants and has established credibility in their agency or as an agency stakeholder. It is encouraged to supplement the material with related examples from participants' and facilitators' experiences to strengthen the connection with training concepts.

Effective facilitation is influenced by class size, time management, and comfort with the subject matter. Facilitators are expected to plan for a variety of delivery methods and facilitation strategies in advance of the training, such as small groups, triads, or large group discussion, and debriefing strategies. Tips have been added to the guide on options for modification based on class size, time, and experience with the subject matter.

#### **Facilitator Guide Organization**

Each lesson contains detailed facilitation notes to assist in the effective delivery of the vignette. The facilitation notes contain everything needed to teach; however, you are encouraged to include relevant examples from your experience, as appropriate. During the activity, refer to the facilitator guide to stay on track with time and ensure that all key points are addressed. A three-column text box is used to demonstrate the intended design of the activity, which is further explained below.

Timing (mins.) 0.0

Icons	Facilit	ator Script or Talking Points	Notes and Resources
References	Say:	Recommended script to use.	Guidance on facilitation,
additional training	Do:	An action for the facilitators to take.	source citations, and additional resources.
features.	Ask:	A discussion question for the group.	

#### **Facilitator Icons**

This facilitator guide enables facilitators to easily scan each page, using facilitator icons to quickly visualize if an additional training feature is being used. The icons are in the first column on the left. The following icons are used throughout this curriculum and signify each type of activity or action that is incorporated into a slide.



**Chart on Pad** indicates when to document on an easel pad.



**Multimedia** indicates when to show a multimedia file.



**Handout** indicates a supplemental document to be distributed to the class.



**Small Group Activity** contains the instructions for completing an activity in a small group.



**Individual Activity** indicates when each participant will conduct an activity.



**Large Group Discussion** indicates the opportunity for open discussion.

#### **Resources and Supplemental Materials**

This section is located at the end of each scenario and contains resource material for conducting the activities, including tip sheets for activities, participant handouts, and additional resources related to the subject matter and facilitation skills.

#### **Timing**

This is a 60-minute lesson plan.

#### **Staff Wellness Scenario**

#### **Objectives**

- Recognize types of stress, common causes, warning signs and dangers of heightened stress for staff and supervisors within the corrections workplace, and the importance of staff wellness.
- 2. Discuss reality-based scenarios and practical solutions for supervisors to address staff wellness.
- 3. Identify agency policies, resources, and programs that can be implemented for staff to utilize when they encounter incidents that tax their health and well-being.
- 4. Apply the principles of resiliency and strategies for wellness to deal with stress and burnout in the corrections environment.

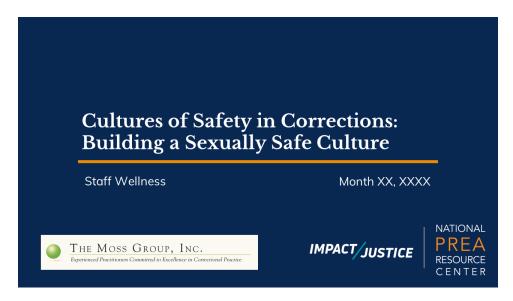
#### **Instructional Outline**

This instructional outline is a blueprint for the session. It provides an overview of the slide number, title, and anticipated duration for each slide. Use the instructional outline to conduct the session within a predictable timeframe, keep track of progress, and make modifications as needed.

Slide No.	Activity	Minutes
1	Cultures of Safety in Corrections: Staff Wellness	4
2	Staff Wellness Objectives	1
3	Staff Stress	2
4	Causes of Stress	2
5	Effects of Stress on Staff	3
6	Effects of Employee Stress on Agency	2
7	Stress experienced by isolated COs	2
8	Staff Wellness State of Facility	1
9	Small Group Activity	10
10	Practitioner Perspective	4
11	Staff Stress risks	5
12	Staff Wellness Scenario, Part One	1
13	Part One Debrief	
14	Staff Wellness Scenario, Part Two	1
15	Part Two Debrief	5
16	Staff Wellness Policy	3
17	Strategies for Wellness	3
18	Resilience	2
19	Self-regulation	2
20	Commitment Statement	3
	Estimated Total Time (minutes):	60

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# **Cultures of Safety in Corrections: Staff Wellness**



Slide 1			Timing (mins.) 4
Icons	Facili	tator Talking Points	Notes and Resources
	Do:	Welcome the class to the Staff Wellness module within the Culture in Corrections	Facilitate a quick activity to engage the class and lighten
		training package.	the mood some, as conversations about staff
	Say:	In this module, we will focus on staff wellness, how stress affects staff wellness, and what you can do as a supervisor to help staff cope in a stressful workplace.	stress can get emotional.  Example questions include the following:  Tell us an accomplishment that you're proud of that most people may not know about.  If you were a fruit or vegetable, which would you be and why?  If you were a kitchen appliance, which would you be and why?  What is your guilty
			<ul><li>pleasure TV show?</li><li>What was your favorite childhood toy?</li></ul>

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# **Staff Wellness Objectives**

# Staff Wellness Objectives

- Recognize types of stress, common causes, warning signs, and dangers of heightened stress for staff and supervisors within the corrections workplace and the importance of staff wellness.
- Discuss the reality-based scenarios and practical solutions for supervisors to address staff wellness.
- Identify agency policy, resources, and programs that can be implemented for staff to utilize when they encounter incidents that tax their health and well-being.
- Apply the principles of resiliency and strategies for wellness to deal with stress and burnout in the corrections environment.

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Slide 2			Timing (mins.)	1
Icons	Facili	tator Talking Points	Notes and Resources	
	Do:	Review the objectives for this module.		

#### **Staff Stress**

#### What is Stress?

- Job stress is defined as the relationship between the person and the environment where the environment is taxing or exceeding the person's resources or endangering his wellbeing. (Carlson & Thomas, 2006)
- Stress is consistently expressed by staff in corrections and juvenile justice as a significant contributing factor to personal health and well-being.

Joseph R. Carlson PhD & George Thomas PhD (2006) Burnout Among Prison Caseworkers and Corrections Officers, Journal of Offender Rehabilitation, 43:3, 19-34, DOI: 10.1300/J076v43n03\_02



Slide 3 Timing (mins.) 2

Siluc 5			11111119 (1111113.) Z
Icons	Facilit	ator Talking Points	Notes and Resources
	Say:	Corrections is a high-pressure, stressful environment and the work can be very demanding. The culture of confinement is often referred to as "organized chaos."	Joseph R. Carlson, PhD & George Thomas, PhD (2006,) "Burnout Among Prison Caseworkers and Corrections
		As supervisors, you have an important role to monitor that the staff who you supervise are healthy and able to handle the responsibilities of the job; and to intervene when you notice that someone under your supervision is not healthy (physically, mentally, etc.) enough to perform the functions of the position or is	Officers," Journal of Offender Rehabilitation, 43:3, 19-34, DOI: 10.1300/J076v43n03_02.

Ask:

How can you help? How do you deal with stress?

exhibiting stress.

How does stress affect you, your coworkers, and those whom you supervise where you work?

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#### What Causes Stress?

# What causes stress? Facility Population Related Occupational Organizational/ Administrative Correctoral Officer Weltness and Safety Literature Review a CORRECTIONAL OFFICER WELLNESS AND SAFETY LITERATURE REVIEW Author Note Correctoral Officer Weltness and Safety Literature Review 1 (2015). Retrieved from NATIONAL PRESEA

Slide 4 Timing

#### (mins.) 2 **Icons Facilitator Talking Points Notes and Resources** Correctional Officer Wellness and Safety Ask: What are the four categories of stress that correctional staff may Literature Review, "A Correctional Officer experience? Wellness and Safety Literature Review," author Say: note, Correctional Officer Wellness and Safety Confined population-related: Literature Review (2013). threat of violence/threat of injury, Retrieved from gang activity, overcrowding, https://s3.amazonaws.com/static.nicic.gov/ mental illness, substance abuse, Public/244831.pdf suicide, other deviance (sex, contraband), etc. Occupational (inherent to the profession): closed work environment, hyper-vigilance, role ambiguity (rehabilitation vs. punishment), physical demands of the job (standing, use of equipment), culture around asking for help, etc. Organizational/administrative: mismanagement, poor leadership, poor perceptions of trust/support and fairness, inadequate resources/pay,

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understaffing, mandatory overtime/shift work, lack of confidential services, etc.

Psycho-social: fear, work/family conflict, media scrutiny, public misperceptions of profession, etc.	

#### **Effects of Stress on Staff**

#### Effects of Stress on Staff

Research suggests that staff who work in corrections or juvenile justice are more at risk to experience the following:





#### Slide 5 Timing (mins.) **Icons**



#### **Facilitator Talking Points**

If not properly managed, stress increases the risk for staff to suffer from heart disease, hypertension, diabetes, and a host of other physical ailments.

Stress also weighs heavily on staff's mental health and can lead to serious psychological distress, emotional disorders, and an elevated

Do: risk of suicide.

Review the points on the slide. Ask:

> Are these accurate for the staff that you work with and supervise? Any examples that you'd add or disagree with?

Say:

Say:

It's important to note that these risks don't necessarily start on day one. These factors build over time in a high-stress environment without a culture that supports staff wellness. As a supervisor, you are in a unique position to encourage a culture that supports staff wellness from the start before symptoms reach this degree of severity.

# **Notes and Resources**

Ferdik, F.V. and Smith, H.P. "Correctional Officer Safety and Wellness Literature Synthesis." National Institute of Justice, U.S. Department of Justice, July 2017.

## **Effects of Employee Stress on the Agency**

#### **Effects of Employee Stress on the Agency**

 Research suggests correctional officer stress and burnout can have serious consequences for the correctional agency and the work environment in the institution:



Browler, Jaime, Fort, James, White, Michael. Correctional Officer Wellness Safety Literature Review. National Institute of Justic US. Department of Justice, July 2013.



Slide 6 Timing (mins.) 3

## Icons Facilitator Talking Points

# Say: The effect correction

The effects of stress also extend to the correctional agency through reduced work performance, absenteeism, employee turnover, and replacement costs for new employees. Job stress can negatively affect employees' commitment to the organization and profession and can damage the quality of CO-supervisor relationships.

Job burnout can cause:

- COs to withdraw from the job.
- Negative impacts on their effectiveness at work and impaired work performance (i.e., carrying out careless searches and facility counts; some staff keep a second phone number to avoid unwanted calls pertaining to overtime and other work matters, which can result in staffing shortages).
- High absenteeism. Correctional personnel use more sick leave than other state workers; high numbers of staff leave the profession voluntarily or due to physical and psychological problems resulting from stress and must then be replaced.
- Increased costs of recruitment, selection and training of new staff.

Notes and Resources

Browler, Jaime, Fort, Ja

Browler, Jaime, Fort, James, White, Michael. "Correctional Officer Wellness Safety Literature Review." National Institute of Justice, U.S. Department of Justice, July 2013.

#### Stress Experienced by Isolated Correctional Officers (COs)

#### Stress experienced by isolated correctional officers (COs)

#### A Brief Note on Stressors Unique to Correctional Officers that are in the minority:

- The term "minority" doesn't only imply a racial or ethnic group. Supervisory COs, women, non-native English speakers, and others can all be in the "minority" of the CO population.
- COs that feel alone or isolated experience all the categories of stress described above, and additional stressors tied specifically to their minority status.
- Harassment and discrimination by colleagues and other persons in confinement can lead to isolation and alienation.
- Supervisory COs frequently experience -
  - Being on -call 24 hours a day, seven days a week.
  - Expanded external responsibilities.
  - Being positioned between leadership & subordinates

PREA RESOURCE

Slide 7 Timing (mins.) 2

Iming (mins.) 2
Icons Facilitator Talking Points Notes and Resources



Say:

Correctional officers that feel alone or isolated may experience an enhanced level of stress because they have few peers or are in the minority of the CO population. The term "minority" doesn't only imply a racial or ethnic group, but it can. COs with supervisory responsibilities, women, non-native English speakers, and others can all be in the "minority" of the CO population.

Lacking colleagues or a support network can be particularly isolating. It's imperative that correctional officers support one another and effectively communicate if you observe someone displaying symptoms of stress.

#### Supervisory stress can include:

- Handling relations with the officers' union; staff hostility or mistrust; pressures from central administration; political scapegoating and media exposure (Finn, 2000).
- Line-level supervisors must walk a fine line between being responsive to the agency leadership while also representing the interests of their subordinates.

- Supervisors also may find themselves in the role of disciplinarian while attempting to provide support, positive feedback, and rewards for exemplary work performance.
- Men and women see corrections work differently, and training might address how to create a more centered and balanced role-approach that is neither wholly 'hack or human service.' (Carlson, Anson, & Thomas, 2003)

#### **Staff Wellness State of Facility**

#### **Staff Wellness State of Facility**

High stress among staff can lead to disorder in a correctional environment which is indicative of the staff wellness state of the facility.



Ferdik, F.V. and Smith, H. Porrectional Officer Safety and Wellness Literature Synthesis. National Institute of Justice, US. Department of Justice, July 2017.



Slide 8 Timing (mins.) 1

#### Icons Facilitator Talking Points Notes and Resources



Say:

Staff play a pivotal role within the prison system. Yet, working in a confinement facility brings with it stressful and dangerous conditions that are unique to this line of work. As mentioned earlier, research has shown that staff experience high stress levels, burnout, and a variety of other mental health-related consequences as a result of their jobs.

Together, the negative physical and mental health outcomes can have harmful effects on the wider prison institution. Staffing shortages and officers missing work create a dangerous cycle where low officer-to-inmate ratios and high turnover in staffing threaten a confinement facility's ability to implement appropriate security mandates.

Ferdik, F.V. and Smith, H.P. "Correctional Officer Safety and Wellness Literature Synthesis." National Institute of Justice, U.S. Department of Justice, July 2017.

# **Small Group Activity**

# **Small Group Activity**

#### In your small group:

- List warning signs and behaviors that staff members exhibit when they are under stress.
- List warning signs and behaviors that supervisors and administrators exhibit when they are under stress.
- Identify what may be the cause of stress and what you or your agency may be able to do to help reduce it.
- How is stress an indicator of facility disorder? How can facility disorder contribute to an unsafe culture?

Be prepared to report out to the group.



Slide 9 Timing (mins.) 10

Silde 9			Timing (mins.) 10
Icons	Facilit	tator Talking Points	Notes and Resources
DO TOO	Do: Ask: Do: Ask:	Have participants work in small groups to complete this activity. Have participants chart their answers on easel chart paper. Allow participants six to eight minutes to complete.  What are some examples of warning signs or behaviors that staff members exhibit when they may be under stress?*  Chart the responses and respond as appropriate.  Is it the same for supervisors? What are some examples of warning signs specific to supervisors or administrators when they are under stress? **	*Potential answers:
		Chart the responses and respond as appropriate.  Thank participants for their thoughtful answers.	** Potential answers include the same as above, plus the following: • Refusing vacation • Missing meetings • Disorganized • Not doing performance reviews

# **Practitioner Perspective**

# **Practitioner Perspective**

Why is it important for a supervisor to establish a culture that supports staff wellness?



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Slide 10			Timing (mins.)	4
Icons	Facilit	ator Talking Points	Notes and Resources	
	Say:	Let's watch a quick clip from a practitioner in the field about the importance of a supervisor for establishing a culture that supports staff wellness.		
	<b>D</b> 0.	Play the video.		İ
	Ask:	Debrief with the class.		
		What do you think about this clip?		
		How does knowing some of the personal details about your staff (as appropriate) help you do your job?		
		Do supervisors sometimes get caught between wanting to show compassion for staff and just wanting to get the work done?		
		How do you approach staff that may be suffering from stress and need to focus on wellness?		

# Staff Wellness Scenario, Part One

# Staff Wellness Scenario, Part One

#### How might staff handle this situation?



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Slide 11 Timing (mins.) 1

	9 /
Icons Facilitator Talking Points	Notes and Resources
Say:  Let's watch a video clip where two corrections staff members are sitting in the break room.  Juvenile Justice Specialist Williams is sharing with another specialist about the past week in his unit.	

#### **Part One Debrief**

#### Part One

#### **Clip Debrief**

- 1. What are your thoughts so far?
- 2. What were the concerns of the two staff members?
- 3. What are other ways staff might handle a situation like this?

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#### Slide 12 Icons

Timing (mins.) 4

#### **Facilitator Talking Points Notes and Resources**



Facilitate a large group discussion with the questions on the slide. Do:

For the second question, look for answers such as the following:

- Bad fight between two kids with injuries including a broken jaw, lost teeth, and fifteen stitches.
- Youth are scared and seeking safety at specialist's desk.
- Youth afraid to take showers and come out of their rooms.
- Endless trash talk, fights.
- Sense that things are out of control.
- Rule violations are being ignored.
- No accountability.
- Lack of supervisory presence within the unit.

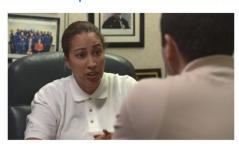
For the third question, look for answers such as the following:

- Keep it to themselves.
- Spread rumors.
- Quit.
- File a complaint against the supervisor.
- Call out sick.

# Staff Wellness Scenario, Part Two

# Staff Wellness Scenario, Part Two

#### How did the supervisor handle the situation?



PREA RESOURCE CENTER

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#### Slide 13 Timing (mins.) 1

Icons	Facilit	tator Talking Points	Notes and Resources
	Say:	Let's watch the next part of the scenario. Take down some notes if it's helpful. Pay attention to the way the supervisor navigates this situation.	

#### **Part Two Debrief**

#### Part Two

#### **Clip Debrief**

- 1. What were the key points that the supervisor addressed?
- 2. What did the supervisor do well or not do well?
- 3. Were other staff members affected by this stress? If so, how?
- 4. Are there other things the supervisor could have done or said?

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Slide 14

Icons

#### **Facilitator Talking Points**

Timing (mins.) 5

**Notes and Resources** 



Facilitate a large group discussion with the questions on the slide. Do:

For the first question, look for answers such as those below. Desired answers include:

- Showing an appreciation for bringing the issues to her attention.
- Staff safety and the safety of everyone at this facility is an utmost concern.
- There is an investigation into the assault that happened last week.
- Ask for the specialist perspective and prevention ideas.

For the third question, look for answers such as the following:

- Youth aren't listening to staff.
- The need for more consistency in both consequences and incentives.
- Supervisors and training staff to support staff during the really busy times on the unit.
- Staff accountability to show up for work and address illnesses and problems.
- Respect each other by working as scheduled.

# **Staff Wellness Policy**

# **Staff Wellness Policy**

- 1. Agency policies for wellness usually consist of three types:
  - An in-house program is a separate unit within—and operated by—the correctional agency.
  - External arrangements involve regular use of a private service.
  - Hybrid programs combine elements of both in-house and external structures.
- 2. What is ours?

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Slide 15 Timing (mins.) 3

Icons	Facilit	ator Talking Points	Notes and Resources
	Do:	Review the three types of agency policies on the slide.	
	Say:	In-house examples include Massachusetts' Stress Unit; Multnomah County's Peer Support Program; New York State's Post-Incident Stress Debriefing Program; and Texas' Post Trauma Staff Support Program.  External arrangements examples include South Carolina's Post Trauma Resources, and California's Counseling Team.  Hybrid programs include Rhode Island's Stress Unit and Family Service Society.	

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# **Strategies for Wellness**

#### **Strategies for Wellness** Vacation Eat well Journal Exercise Get sleep LET'S DO NOT CROSS Talk to Respect Manage your time Learn your someone boundaries triggers rechargers NOW PREA RESOURCE CENTER Don't procrastinate Organize and plan ahead Delegate tasks

Slide 16			Timing (mins.)	3
Icons	Facili	tator Talking Points	Notes and Resources	
	Do:	Review the strategies on the slide with the responses offered by participants. Reaffirm where appropriate.	•	
	Say:	It's also important to know which coping mechanisms you use that are unhealthy and counterproductive to recharging yourself, such as substance abuse, over- or under-eating, gambling, overspending, etc.		
	Ask:	In addition to agency policies on wellness, are there some things that we can do as supervisors to help staff with this?		
		<ul> <li>Monitor PTO if someone isn't using their vacation.</li> </ul>		
		Regular check-ins with staff.		
		<ul> <li>Be organized and don't wait until the last minute to post staff schedules, notify staff of policy changes, etc.</li> </ul>		
		• Others?		

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# **Staff Resilience**



#### Resilience

The process of adapting well in the face of adversity, trauma, tragedy, threats, or significant sources of stress. It means "bouncing back" from difficult experiences.

- American Psychological Association



Slide 17			Timing (mins.)	2
Icons	Facili	tator Talking Points	Notes and Resources	
	Say:	To cope with stressors and adversity that we experience throughout our lives and at work, we develop and build up a certain level of resiliency. Your resiliency, or your ability to "bounce back" from these difficult experiences influences your overall stress level and wellness.		
	Ask:	What can we do for ourselves and for our employees to encourage and strengthen our responses to stress and burnout?  Develop resilience.		
	Say:	We all have different experiences in life that alter our ability or lack of ability to cope. It's important to note that just because a staff member appears to be highly resilient, sometimes that's reflective of a coping mechanism that keeps emotions bottled up until the individual "explodes." It's important for supervisors to pay attention.		

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# **Self-Regulation**

# **Self-Regulation**



Self-regulation and managing stressful situations are valuable tools for helping to navigate emotional and physiological well-being.

Creating a personal plan can be an effective and rewarding way to start the process.





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Slide 18 Timing (mins.) 2

Icons	Facilit	tator Talking Points	Notes and Resources
	Say:	You are your own first line of awareness and defense for managing stressful situations. Understanding how you react to adverse events and being aware of helpful strategies to keep yourself regulated and feeling healthy is all within your power and control.	
	A =1==	A personal, individualized plan for when these situations come up is helpful for keeping your own well-being in check.	
	Ask:	What are some techniques that you use to manage and monitor your stress?	
	Do:	Facilitate a discussion with the class and write down responses on an easel chart.	

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#### **Commitment Statement**

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**Facilitator Talking Points** 

#### **Commitment Statement**

"As a supervisor, to promote wellness with staff, I will continue to \_\_\_\_\_\_, stop \_\_\_\_\_, and begin to \_\_\_\_\_\_."



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**Notes and Resources** 

Slide 19 Timing (mins.) 3

Icons

**Do:** Ask the class to think about staff wellness and what he or she can do as a supervisor to encourage a culture of wellness at work.

Encourage the class to draw on all the activities and material that's been covered to identify goals that they can achieve in the near future.

Call on willing participants to share the commitment statement. Ideally all participants will be able to contribute.

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#### **PREA Resources**

#### **Additional PREA Resources**

#### For more information on building a Sexually Safe Culture

- Talk to the agency PREA Coordinator or the PREA Compliance Manager.
- Visit the PREA Resource Center website: <a href="http://www.prearesourcecenter.org">http://www.prearesourcecenter.org</a>.



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Slide 20 Timing (mins.) -

Silac 20			1 11111119 (11111113.)	
Icons	Facili	tator Talking Points	Notes and Resources	
	Do:	Instruct participants on where they can go for additional information and resources about PREA and sexual safety.		

#### **Thank You**

