

NATIONAL
PREA
RESOURCE
CENTER



NCCD | National Council on
Crime & Delinquency

AMERICAN
JAIL
ASSOCIATION

SPECIFIC CHALLENGES FOR THE JAIL PREA COORDINATOR



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Before we get started...

Tips for technical difficulties

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



Introductions

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PREA Coordinator Webinars—Series of Three

"The Making of a Jail PREA Coordinator—Finding Your Leader"

Archived:

<http://www.prearesourcecenter.org/training-and-technical-assistance/webinars/2827/the-making-of-a-jail-prea-coordinator>

"Specific Challenges for the Jail PREA Coordinator"

Today's webinar focuses on jail PREA coordinators: their role and responsibility and how they can manage change, achieve staff buy-in, and communicate with leadership.

"All About YOU, the Jail PREA Coordinator"

An open forum, with voices from the field about their experiences with PREA, and included pre-submission of questions, to address specific needs and challenges. Include your questions for this upcoming in the survey that follows this webinar.

COMING IN JUNE 2015

Today's Agenda

1. Your role in your agency
2. Basic responsibilities of PREA coordinators and PREA compliance managers
3. Getting your agency leadership onboard
4. Getting staff onboard
5. Putting the pieces together
6. Understanding the process of change
7. Q&A



Your Role and Basic Responsibilities

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.

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.

What does this mean?

PREA compliance managers are responsible for day-to-day functions related to PREA implementation and response in their own facilities.

PREA Compliance Manager Role

- Oversees PREA compliance efforts within a specific facility
- Serves as the point of contact within that facility for all PREA-related issues
- Maintains (or can easily locate) documentation as required by the PREA standards of facility-based operations, such as unannounced rounds, training, investigations, etc.
- Observes operations within that facility to assess compliance
- Works with the PREA coordinator on matters within that facility

What skills do I need as a PREA coordinator or PREA compliance manager?

Core competencies for both roles:

- Belief in the purpose and goals of PREA compliance
- Strong communication skills—verbal and written
- Critical thinking skills
- Ability to assess situations and develop an action plan
- Ability to execute a plan
- Collaboration skills
- Ability to lead and guide others with respect
- Respect from staff and leadership
- Respect for inmates/clients and external partners
- Well-organized
- Ability to manage pressures of the job

PREA Coordinator Role—The Big Three

The PREA Coordinator:



- Develops



- Implements

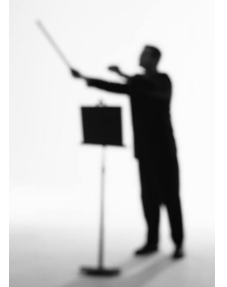


- Oversees

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

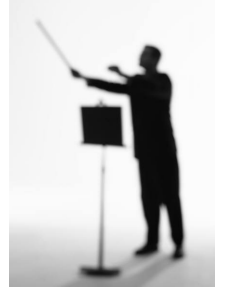
“Develops”

- Assists in developing agency plan for PREA implementation.
- Educates him/herself 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, SANEs, medical and mental health providers, investigating agencies or bodies, prosecutors, and others as needed.
- Stays current on all 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 being 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 behavior and integrity that demonstrates the agency’s commitment to zero tolerance.

“Oversees”

- Observes agency operations and identifies gaps in achieving PREA compliance.
- Monitors training.
- 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).
- Communicates with agency leadership concerning progress and needs to achieve compliance.

Biggest Challenges

- Time management
- Commitment from agency leadership regarding efforts to achieve PREA compliance
- Acceptance by staff regarding changes in policy, procedures, training, and practice
- Locating assistance and resources

Getting Agency Leadership On-board

Getting Buy-in

"A man always has two reasons for doing anything: a good reason and the real reason."J.P. Morgan

- Figure out the real reason.
- Getting buy-in from anyone can be difficult.
- You have to know what people care about and connect that to your purpose.

Agency Leadership – What do they care about?

SHERIFF

- Re-election
- Public perception
- Agency reputation
- Managing a limited budget
- Avoiding bad publicity
- Supporting request for funding with concrete facts and figures
- Keeping competent staff

TOP ADMINISTRATOR

- Keeping their job
- Avoiding conflict with sheriff
- Justifying policy changes
- Maintaining adequate staffing
- Keeping staff out of trouble
- Avoiding in-custody injuries and assaults
- Avoiding staff complaints (both **from** and **about** staff)

Leadership Buy-In

One of the biggest challenges for a PREA coordinator can be getting leadership onboard with the changes necessary for compliance.

Agency leadership may not always be as educated and committed to the process as you are.

Some basic steps can lead to gaining their commitment and support.

Leadership Buy-In—Ask!

Ask for an appointment to talk. Agree on a specific time and ensure you stay focused on the issue.

- Do not discuss this informally or in passing.
- Do not include this topic as an add-on to another conversation.

Leadership Buy-In—Preparation

PREPARE, PREPARE, PREPARE to meet with your leadership.

Being prepared

- Provide leadership with concrete information;
- Set the stage for them to see the big picture; and
- Save leadership from the time and effort to develop the issues themselves.

Leadership Buy-In—Develop the Plan

Know what is needed and have all of the facts and figures.

- Be specific: For example, two additional cameras, computer software, privacy screens, adjustment to post assignments, team for policy revisions, etc.
- Budget implications: Do the research, know what everything will cost, have official numbers to share.
- Staff implications: More staff, different staff assignments, PREA compliance managers, training for investigators, etc.

Leadership Buy-In—Describe the Benefits

Be clear and concise about the benefits of PREA compliance.

For the agency

- Enhance public perception of agency.
- Prepare facility to increase revenue through contracts to hold other inmates (federal and state).
- Reduce potential for significant financial impact due to civil liability.

For staff

- Improve facility safety and security.
- Better meet constitutional obligations.
- Provide better training, direction, and guidance.

For inmates

- Provide clear guidelines.
- Enhance their safety and security (by reducing conflict).

Leadership Buy-In—Present the Plan

Detail your exact plan of action. Steps in the plan might include the following.

- Conduct facility inspections to assess PREA compliance.
- Revise the training curriculum.
- Conduct informal interviews with staff and inmates.
- Appoint a team to manage policy revisions.
- Meet monthly with the sheriff/administration to report on progress.
- Create MOUs and submit for agency approval and signature.
- Establish relationships with prosecutor, sexual assault treatment centers, victim advocates, investigative agencies.

Provide timelines for completing each activity.

Describe expected outcomes and benefits.

Leadership Buy-In—Present the Plan

When presenting the plan, consider the following tips.

- Be concise, short, clear, and uncomplicated.
- Present in a variety of formats.
 - » Verbally
 - » In a chart with timelines
 - » Do not overdo the paper: less is more
- Allow for open discussion—ask for suggestions and comments and LISTEN without interrupting.
- Do not overstay your time—everyone has other things on their priority list, so keep things short, clear, and factual.
- Set a mutually agreed-upon schedule for progress meetings.
- Follow up with a summary email.
- Send reminders of upcoming progress meetings.
- Send a short, weekly email or note of interim progress.

Leadership Buy-in—**ASK** for Support

It is okay to ask!

- Be sure to **ask** for support from leadership.
- Express that you are willing to work hard to achieve the plan and that with leadership's help and support, you can do so.
- Determine the parameters for contacting leadership (emails, phone calls, how often, etc.).
- Ask what **YOU** can do to help them help you.

"You get in life what you have the courage to ask for."

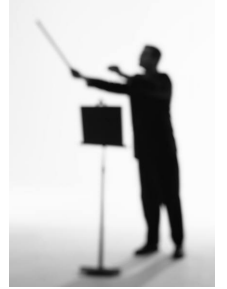
Nancy D. Solomon

Getting Staff On- board

Getting Staff On-board

Staff care about:

- If it means more work;
- What will change and why;
- How change benefits them;
- Being appreciated;
- Being informed;
- Being heard;
- Being an important part of the team; and
- Getting what they need to do their jobs.



Getting Staff On-board—Share the Vision

- Be committed to the purpose of PREA.
- Focus on the benefits to staff, the facility, the agency: safer environment, more cooperative inmates, improved mental health response, improved investigations, etc.
- Demonstrate the positive impact on their careers—professionalism, more training.
- Show where you are today and where you plan to be.
- Explain the plan and timeline.
- Assure staff that they will have help.
- Assure staff of the commitment from agency leadership.



Getting Staff Onboard—Share Progress

- Set short-term goals.
- Publish or announce “small” victories and progress.
- Visually track agency goal-meeting by creating a “thermometer” or line graph.
- Keep PREA on their radar.
- Provide examples of success in other agencies.



Getting Staff Buy-In—Include Them in the Work

The more that staff are invested in the process, the more committed they are to the goals.

For Example

- Form teams:
 - » To revise policy, e.g., small teams look at certain sections, such as the classification or booking policy, and revise to include PREA;
 - » To observe and assess certain operational functions (e.g., how to document unannounced rounds); or
 - » To suggest training format for volunteers and contractors.
- Conduct informal/anonymous surveys, then pay attention to what you are hearing. What can you change in order to get more buy-in or to help with understanding?

Getting Staff Buy-In—Recognize Work

Staff want to be appreciated and heard.

- Develop a rewards system:
 - » Written thank-you notes
 - » Monthly postings of progress
 - » Recognition of hard work
- Be sure to notify leadership of recognition.
- Find occasions for “honorable mentions,” such as at briefings.
- Hold brief update meetings to summarize and congratulate progress.
- Share examples of changes that have improved the workplace for the staff.

Getting Staff Buy-In—Key Points to Remember

- Suggestions are always welcome and considered, but someone in leadership should make the final decision.
- Do not forget to include management in the suggestion process.
- Take staff “temperature” periodically to see how they are coping with change.
- Some people will resist change no matter what. Do not ignore them, but do not act negatively toward them.
- Make the idea of change a positive thing—show how small changes equal big results.
- ***“Don't tell people how to do things, tell them what to do and let them surprise you with their results.”George Patton***





Putting the Pieces Together

Managing the Demands of the Job

- Delegate certain tasks.
- Prioritize your own tasks, and review your list – priorities will probably change over time.
- Be patient.
- Recognize and accept your limitations—you CANNOT do it all!
- Keep a chart or list of your progress for visual validation.
- **BREATHE!** Set aside uninterrupted quiet time each day to review where you are and what you need to do next.

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

§ 115.33 Inmate education

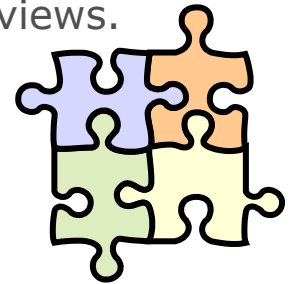


- Have a small team of staff obtain and review all of the available curriculum and training modules on the PREA Resource Center website.
- Have a small team develop training curriculum for staff.
- Have another team develop inmate education.
- Have another team develop training for volunteers and coordinators.

Delegating Tasks—Examples

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

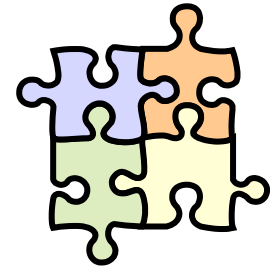
- **Prevention Planning** (§115.11 – §115.18)
- **Responsive Planning** (§115.21 – §115.22)
- **Screening for Risk of Sexual Victimization and Abusiveness** (§115.41 – §115.43)
- **Reporting** (§115.51 – §115.54)
- **Official Response Following an Inmate Report** (§115.61 – §115.68)
- **Investigations** (§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 assessments of their own units during night shifts.
- Designate midline 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 works only if the puzzle is put together.



- Be sure to 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 each group.
- Bring all the groups together to see the “big picture.”



Understanding the Process of Change

It Is All About Change

Peter Barron Stark, who studies and writes about organization change, says this:



"There is no such thing as organizational change. Organizations don't change. The only thing that does change in an organization are the people within it..."

From: "Getting Leadership Buy-In" by Peter Barron Stark, 2010
www.peterstark.com/leadership-buy-in/

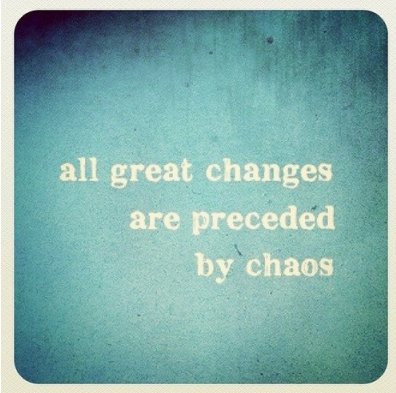
Change ... and More Change

**Expect to modify your plan
along the way!**

NASA understands that to reach a goal, constant modifications must be made along the way. Once the rocket is launched, minute adjustments are made to many things that were seen originally as constants.



Managing Change



all great changes
are preceded
by chaos

- Be patient. People do not change overnight. They change when they have an understanding of how change benefits them.
- Be willing to listen to concerns, objections, and suggestions.
- Consider everything with an open mind.

Managing Change

When it comes to change, people can be grouped into three categories:

- Those who will resist and never change
 - » Do your best to show them the benefits, but do not spend too much time on them at first.
 - » Revisit this group after progress is made and you have a plan for recognizing those who are making changes.
- Those who will change with encouragement and attention
 - » Give them the encouragement and information they need.
 - » They will flourish with plenty of recognition.
 - » Have this group work with the more committed group.
- Those who embrace change and respond positively
 - » These are your allies.
 - » Do not overburden them, but give them a big part in the process.
 - » Have them be the spokespeople for the other two groups.

Use the Available Resources

Toolkits, Guides, Resources, Audit Instrument, Peers

PRC website: www.prearesourcecenter.org

- Agency assessment toolkits
- Training videos, curriculum, etc.
- Audit instrument
- Webinars, library
- Links to other resources, including elearning courses

www.aja.org

www.nicic.gov



Find External Support—PREA Workgroups

Multi-jurisdictional PREA workgroups can be very helpful and prevent unnecessary duplication of work.

- Established by jails in adjoining counties
- Particularly beneficial for smaller jails with limited resources
- Meet regularly (monthly, bi-monthly)
- 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.

Questions?



Resources and More Information

For more information about the **National PREA Resource Center**, visit

www.prearesourcecenter.org

Direct questions to info@prearesourcecenter.org

For assistance, contact one of the following.

Tara Graham
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Register for the upcoming webinar when announced.

This webinar enhances the NIC elearning course "PREA Coordinators' Roles and Responsibilities," which can be found at the link:

<http://nicic.gov/library/027694>

For more resources and assistance, visit www.aja.org



PREA Coordinators

If your agency has a designated PREA coordinator, and you have not already submitted his/her contact information to the American Jail Association (AJA), please do so at www.aja.org

Other AJA PREA activities as part of the PRC partnership:

- PREA FACT Bulletins—handy guidance for certain aspects of implementation of PREA standards
- Field-initiated training and technical assistance
- One more webinar for PREA coordinators and PREA compliance managers

