

Action Planning

Your team will develop an **ACTION PLAN** during this training program. The purpose of Action Planning is to organize your priorities and activities for when you return to your work place. The plan should focus on what your team sees as priorities in the areas of:

Agency Response to the Prison Rape Elimination Act of 2003

Agency Culture

State Laws

Policy

Training

Medical and Mental Health Care

Prevention and Operational Practices

Investigations

Sanctions

The External Environment

AREAS OF PRIORITIES:

Agency Response to the Prison Rape Elimination Act (PREA) of 2003

Do your agency leaders recognize the importance of addressing sexual abuse of youth? Have key managers in both the central office and the field been made aware and/or trained on the importance of the issue? Has accountability been built into your policies, procedures and practices to ensure these managers monitor the issue and address problems? Does your agency have a clear data collection protocol? Are your policies and procedures consistent with the goals of PREA? Does your agency have a PREA implementation plan and/or PREA Coordinator?

Is your agency preparing to implement national standards? What are some strategies for overcoming challenges?

Agency Culture

Is the general environment in the agency and/or office one that tolerates sexual harassment and abuse? Does leadership reflect the values and mores of the agency? Does the code of silence exist within your agency? Do your agency's practices reflect written policy?

What are some strategies for refining the agency's environment and organizational culture as it relates to addressing sexual abuse of youth in custody?

State Laws

Does your state have statutes governing sexual abuse of youth? What is the age of consent in your state? What laws are available to you in your state to respond to sexual abuse of youth in custody? What legal tools do you need to respond to sexual abuse of youth in custody? Are all employees and youth aware of the law and have they received training regarding its existence

and content? Is the law used? If not, why? What is the level of cooperation with your prosecutor and/or attorney general? What strategies can you use to gain their buy-in and cooperation in prosecution?

Policy

What agency policies relate directly, or indirectly, to prevent and address sexual abuse of youth in custody?

Does your agency have a policy and procedure specifically defining and prohibiting sexual contact and violence? Have you triaged your policies and procedures? Are agency policies in compliance with state and federal law? Is the policy enforced? Has departmental training been mandated and delivered? Describe the status of your agency's policies and procedures regarding sexual abuse of youth.

Training

Are staff and youth training adequate in terms of its content, frequency, accessibility and documentation? Does this message match the agency's mission? Are "real issues" discussed, or are training sessions a dumping ground of information, rules, regulations and complaints? Are the trainers credible? Do you use training as a prevention method? Do you have adequate tools for training staff and youth about sexual abuse?

What are some strategies for refining training?

Medical and Mental Health Care

Are the medical personnel required to report sexual abuse and violence? What are the rape crisis interventions and evidence collection allowances for medical staff in your agency? Are outside services available for victims, either medical or mental health providers? Does your agency policy address the balance of confidentiality with the required reporting of sexual abuse? Does medical staff in your agency understand the medical implications of sexual abuse of youth in custody?

What improvements can be made to your medical and mental health care policies?

Prevention and Operational Practices

Does your agency have adequate preventative methods? Does your agency have adequate services for youth? Are strategies appropriately gender-responsive? Does your agency have adequate classification tools and policies? Does your agency have strong grievance policies? Does your agency have a sexual assault response team? Are your first responders adequately trained?

What are some strategies for refining your agency's prevention techniques and responses to sexual violence?

Investigations

Are investigations perceived by both employees and youth as professional and objective? Have the investigators received specialized training in conducting investigations of sexual abuse? Do employees and youth understand the basic procedures, particularly their role in the process? Are the potential roles of the medical and mental health units clearly defined in the investigative process? Who reviews and closes the investigations? Are sanctions consistent and fair?

What are some strategies for refining the agency's investigative policies and procedures, particularly as they relate to sexual abuse?

Sanctions

What are the liability issues if your agency fails to protect youth from sexual abuse? Does your agency apply administrative sanctions to all sexual activity? Does your agency work with prosecutors to get cases criminally prosecuted?

Are sanctions in your agency enough to deter sexual abuse of youth in custody?

The External Environment

Has your agency conducted an "environmental scan" of its primary stakeholders, particularly those with an interest in the sexual abuse issue? Are relationships with these groups positive? Are there positive relationships with their communities? In the event of an incident, will the community have confidence in the agency's ability to manage the situation?

What are some strategies for refining community relations?

FORMAT OF ACTION PLAN

As the training moves forward, each day issues will be identified. Your action plan is dynamic, evolving throughout the week.

To be useful, each item included in the plan of action must:

- Prioritize each of the activities
- Be stated in specific and measurable terms;
- Have deadlines;
- Identify the person(s) who will be responsible for the activity;
- Identify the stake-holders who can help, or hinder, achievement of the objective; and
- Identify any fiscal impacts for implementation and options for addressing fiscal impacts.

Focus your Action Plan on the most urgent issues. You can develop a separate list of issues to be addressed when you return to your agency that are not "urgent." Inclusion of too many priority action planning issues will discourage and scatter your efforts.

SAMPLE Action Plan

Priority	Measurable Objective	Completion Date	Person(s) Responsible	Stake Holders	Fiscal Impact/Options
1	Revise policy regarding youth relationships; send out for field review; revise; schedule policy update training; release policy	6/04 – 9/04	Policy Office (Jones)	Counsel, youth advocates, court, union, supervisors	None, policy currently undergoing revision
2	Change policies so they comply with state and federal law and PREA	1/05	Warden	All employees, youths, community,	Unknown at this time
3	Initiate youth orientation; revise youth handbook, complete staff training, schedule training for youth, train trainers, monitor post-training reactions; re-train as necessary; keep employees updated as a way to defuse their anxiety.	6/04	Superintendent, with help from: trainers, program staff, union liaison, employee representative	Youths, employees, community	limited funds that are being tapped by all Law Enforcement
4	Align executive leadership/mid-managers to policies and procedures through orientation, training, setting of expectations.	7/04	Warden, training division, members of executive and mid-managers	Leadership of organization	Training materials; mileage.
5	Update contracting procedures to include definitions of, prohibitions against, and reporting requirements regarding sexual abuse	ASAP	Contracting Division Chief (Smith)	All	None

Action Plan

Priority	Measurable Objective	Completion Date	Person(s) Responsible	Stake Holders	Fiscal Impact/Options	Evaluation

TEAM REPORTS

As mentioned at the beginning of the week, your Team will give a 15 minute presentation to the class on Thursday afternoon or Friday morning. All members of the Team will participate in presenting the material. During your presentation the consultants will act as timekeepers. Each presentation will be followed by a brief question, answer and feedback session.

As you prepare for your report, spend time discussing your initial steps, issues and strategies to address these challenges. The key question now is how will you implement your plans? What kinds of things will you do upon returning to the agency? Will briefings need to be prepared and presented? Will a policy and procedure review need to occur? Are there tasks regarding stakeholder identification and communications? What steps might be taken to develop positive community and media relations? These “next steps” should begin to combine all of the strategies and plans you have been discussing into a comprehensive action plan. As you implement these plans you will need to clearly identify the tasks to be accomplished, who will be responsible for their completion and when they need to occur.

Thursday or Friday’s Presentations – 15 Minutes of Fame!

Your ***15 minute*** presentation can be organized in any manner the Team wishes. However, you **MUST** include the following:

1. Summarize this week’s discussions.
2. Identify YOUR agency’s major challenge(s)?
3. Describe the biggest “AH HA” for your Team as you considered all the issues discussed during this week?
4. Review of your Action Plan.