

# New Directions in Corrections

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# Boundary Violations - Organizational Implications

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# Headlines



- **Kansas – Escapee benefited from outside help!!**
- **Tennessee – Officer killed as inmate escapes**
- **Maryland – 13 corrections officers indicted in Maryland, accused of aiding gang’s drug scheme**

The issue of boundary violations between employees and inmates is a serious concern for correctional leaders.

## Guerino and Beck provided data collected from Adult Correctional Authorities for the years 2007–2008

- Reports of substantiated incidents of all inmates who were sexually victimized, either by other inmates or by staff—46% involved staff with inmates
- Of that number, 61% involved female employees

Is this  
just about  
hiring the  
wrong  
person?



# Organizational Implications

Rather than attributing boundary violations to individual failure, the organizational response aimed at preventing boundary violations of employees needs to be thoroughly examined by correctional leaders.



# Code of Conduct

- **Must provide general guidance regarding behavior**
- **Must include interactions between coworkers and with inmates**
- **Must address the variation in boundaries within correctional facilities**





# Training/Preparation

- Inmate manipulation
- Actual human connections



# What Training Works?



**How can  
we  
know?**

# Posts/Schedules

- Isolated posts and shifts
- Learn job from inmates
- Pay their dues
- We did it and succeeded!



# Rotation



- Rotate Staff
- Rotate Inmates

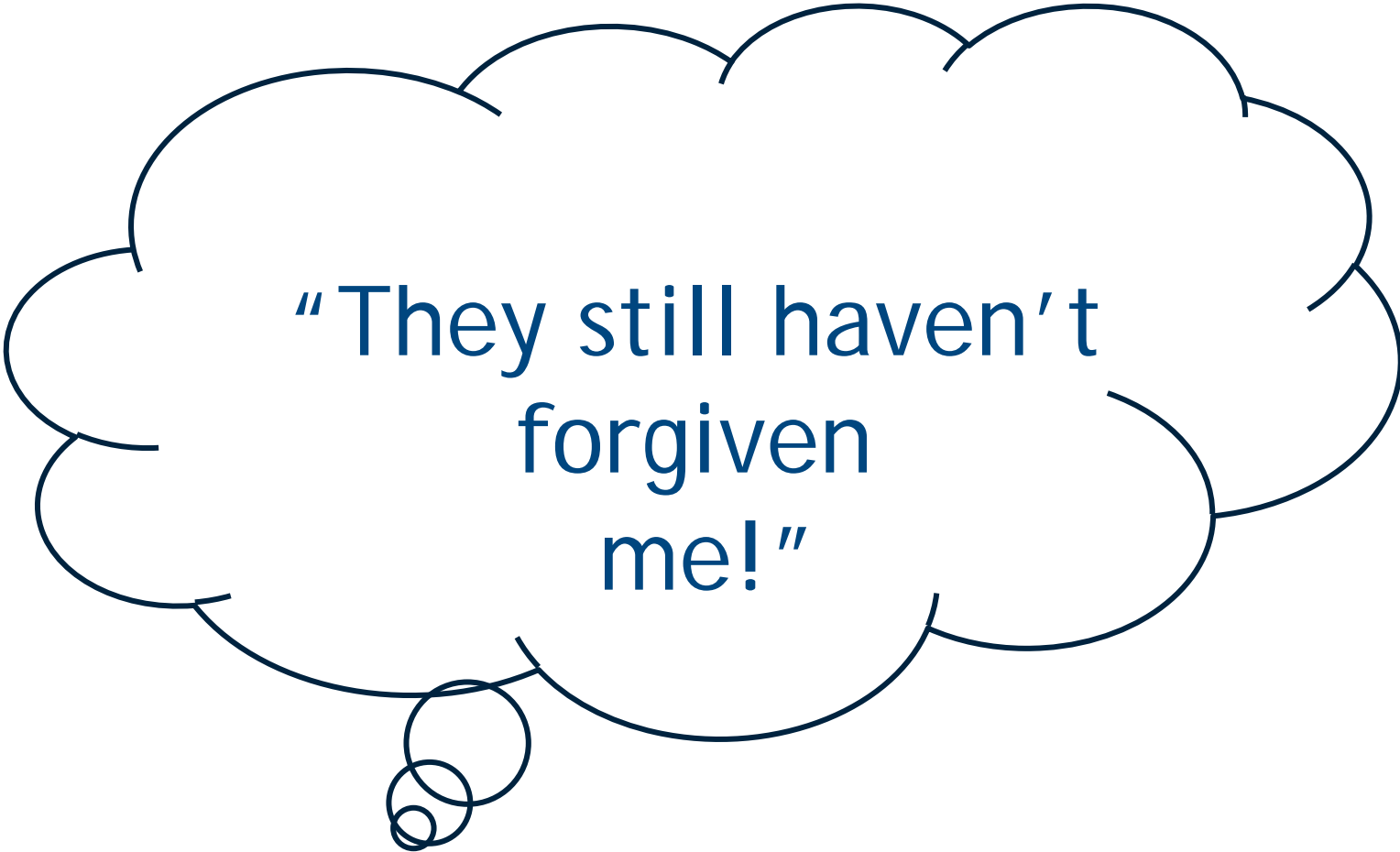
# Open Discussion about Boundary issues



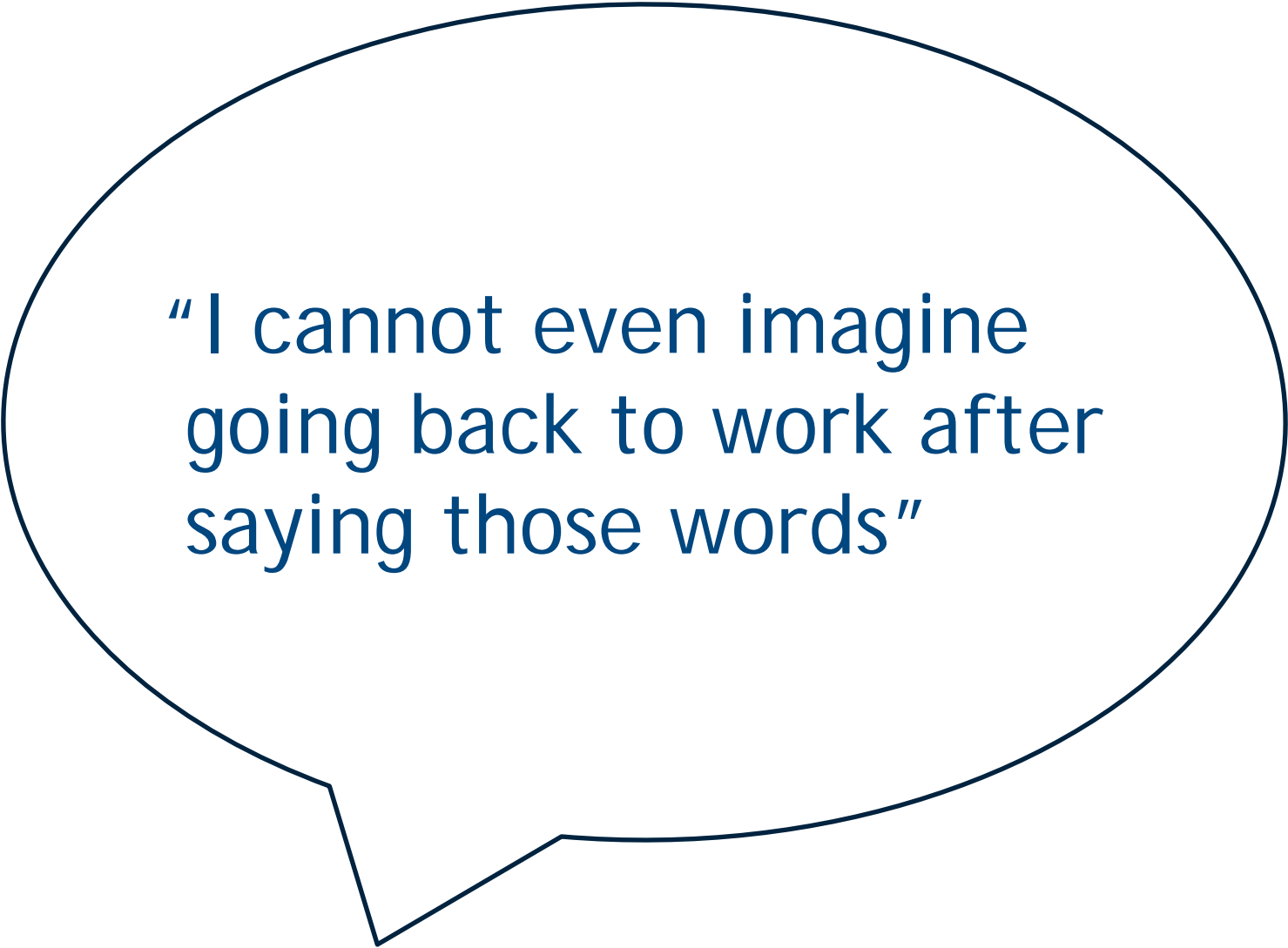
- Many successful employees have crossed a boundary!
- Lets talk about it and learn from it—not just gossip about it.

Asking for help must be a real option





"They still haven't  
forgiven  
me!"



"I cannot even imagine going back to work after saying those words"



We cannot continue to attribute this entire issue to individual failure.

