

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?



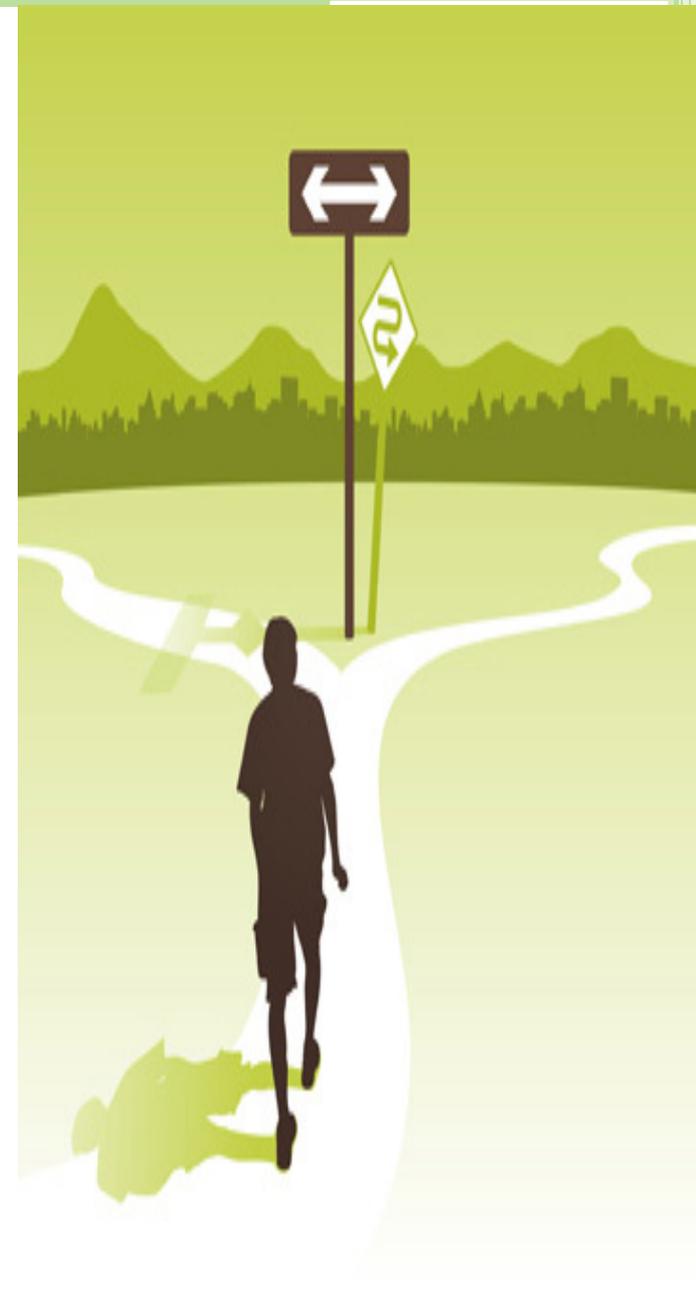
Organizational Implications

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

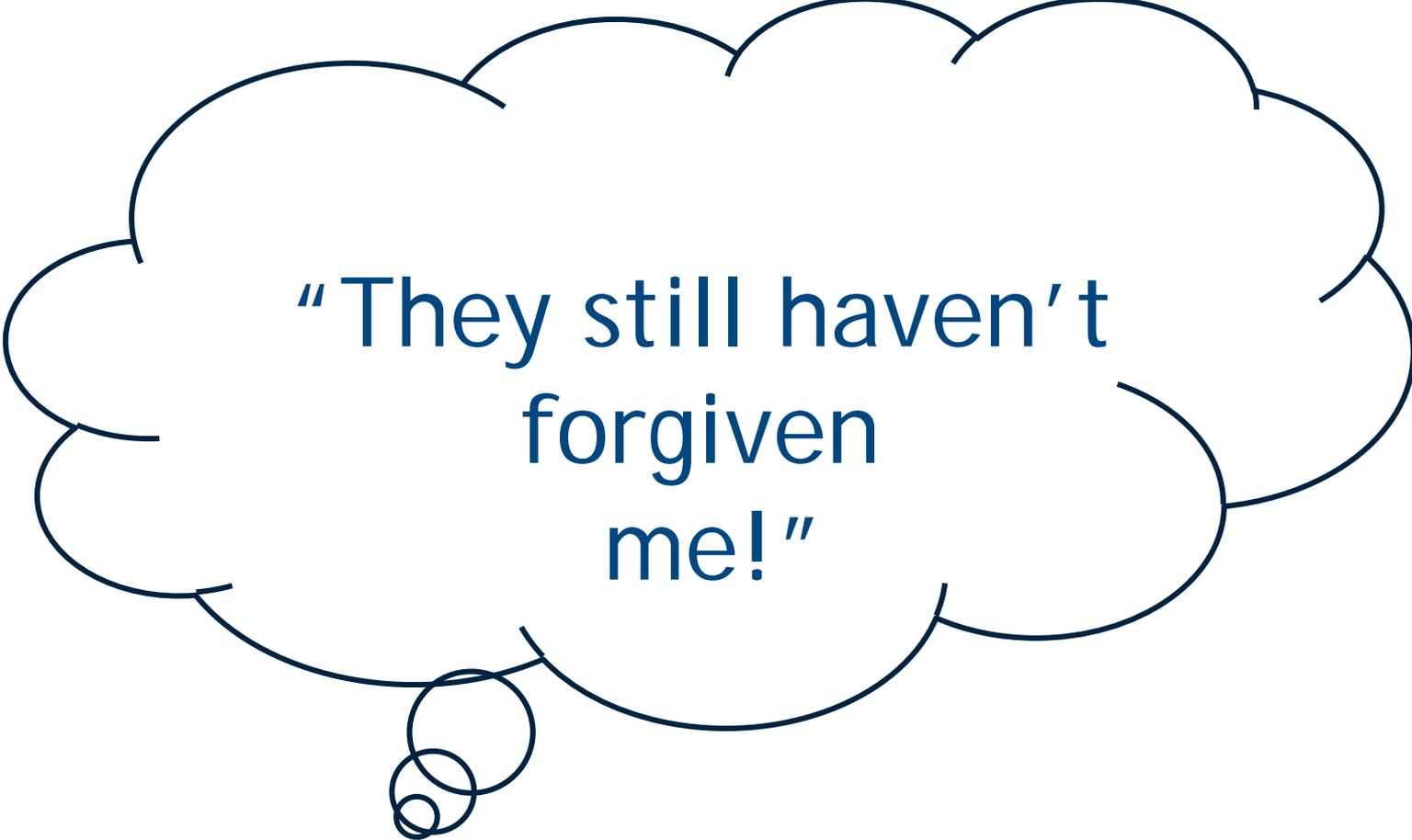
Open Discussion about Boundary issues



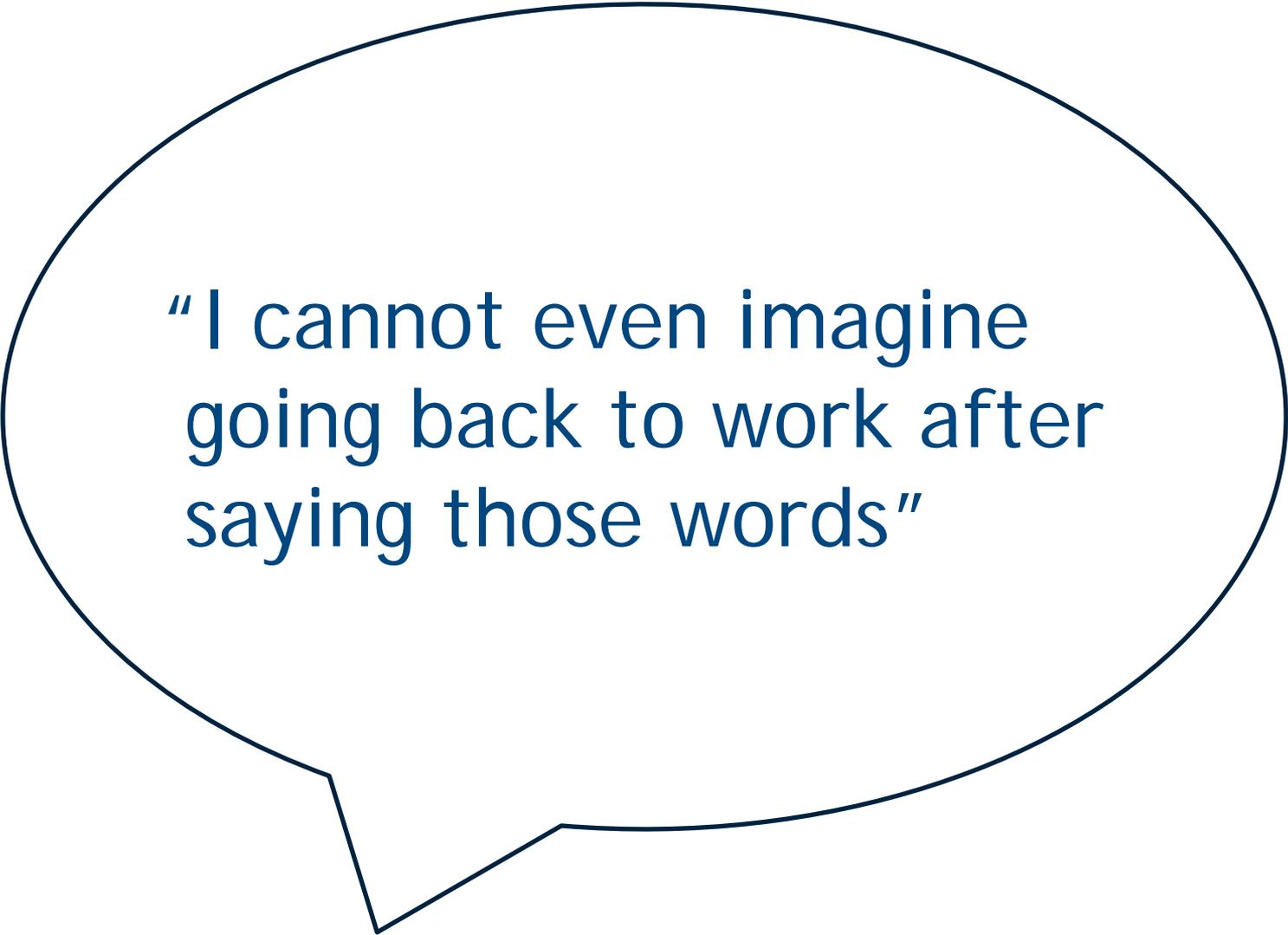
- Many successful employees have crossed a boundary!
- Lets talk about it and learn from it—not just gossip about it.

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.

