OFFICIAL STATE CABINET AGENCY RESPONSE TO THE PERFORMANCE AUDIT ON IMPROVING STAFF SAFETY IN WASHINGTON'S PRISONS – MARCH 10, 2016

This coordinated management response to the State Auditor's Office (SAO) performance audit report received on February 23, 2016, is provided by the Office of Financial Management and the Department of Corrections (DOC).

SAO Performance Audit Objectives:

The SAO objectives were designed to assess whether the department could do more to ensure the safety and security of its correctional officers by answering:

1. Does the department's prison safety and security program meet industry leading practices and standards, and in areas where it does not, why?

2. Have recent changes in the department's prison safety and security program improved the safety and security of prison staff?

3. What information does the department use to understand whether its program is improving prison staff safety and security, and is the information adequate for managing the program?

4. What additional changes could the department make to improve the safety and security of prison staff?

SAO Conclusion:

The department's staff safety initiatives are innovative and unique.

SAO Findings:

1. Staff feedback points to need to improve communication.

2. There are opportunities to improve implementation of staff safety initiatives.

3. Gaps exist between correctional leading practices and those used by the department.

4. The department needs more specific performance goals and measures to improve the effectiveness of its staff safety initiatives.

SAO states that based on the results of its audit, DOC should continue efforts to improve staff safety by determining whether adopting the following recommendations would be beneficial and implementing those that have the greatest potential to improve staff safety.

SAO Recommendation 1: Address the issues with implementation of the staff safety initiatives our experts identified, including clarifying policies and procedures related to staff accountability, radios for non-custody staff, duress alarm testing, cameras, security specialists, place safety musters, and the local security advisory committees.

STATE RESPONSE:

The items listed in this recommendation by SAO are already embedded in agency policy, staff position descriptions or in the strategic deployment process. For example, security cameras have been added and will continue to be added as funding becomes available. As noted by the auditors, the department was awarded funds in the 2013-15 and 2015-17 biennia to continue its camera installation initiative. DOC reviews its policies on a regular basis to determine where updates are needed and has a process for initiating urgent policy reviews when emergent issues arise.

Action Steps and Time Frame

➢ DOC will conduct a focused review of its policies pertaining to these specific security issues (staff accountability, radios for non-custody staff, duress alarm testing, duties of security specialists, place safety musters and local security advisory committees) in advance of its regularly scheduled policy review periods, and clarify policy expectations as needed. *By July 1, 2016.*

➢ DOC will ensure inclusion of these specific security issues in its regular auditing process to ensure consistency in application and practice. *By July 1, 2016.*

SAO Recommendation 2: Address the gaps identified by our experts between the department's safety related policies, procedures and practices and correctional leading practices. Specifically:

a. Develop policies, procedures and practices to conduct staff searches.

b. Evaluate and update the staffing model to ensure staffing levels are adequate and appropriately utilized to meet all the requirements placed on staff.

c. Develop a more focused approach to monitor and audit the implementation of the staff safety initiatives to provide feedback on how well staff understand and are following relevant policies and procedures.

d. Evaluate whether making further changes to department policies, procedures and practices to address additional identified gaps would be beneficial, including cell searches, issues with visibility, searching people entering facilities and access to facility control centers.

STATE RESPONSE:

DOC acknowledges certain gaps between the department's safety-related practices and those characterized by the SAO's experts as "correctional leading practices." However, DOC believes it can use its established policy and procedural review tools to evaluate the extent to which such gaps might impact staff safety.

Staff searches
DOC disputes the assertion that staff searches are a "correctional leading practice" as defined by SAO and its experts. A recent survey conducted by the Association of State Correctional Administrators (ASCA) reported that less than half of states conduct staff searches. Many of DOC's higher-custody prisons use a system for random searches of staff entering prisons. The auditors note this as an inconsistency that raises the risk of contraband introduction, but it is not clear to what extent this may be true because as the auditors also note, the department is

recognized by ASCA's Performance Based Management System as maintaining a rate of institutional violence lower than many states. However, the department acknowledges the importance of considering the issue of contraband in its correctional facilities.

Staffing model

DOC is interested in increasing staffing to support prison operations. The staffing model was last updated in 1988. However, it should be noted that since 2011, the staffing model for custody staff has been enhanced several times as a direct result of requests made through the local and statewide security advisory committees to address safety concerns. This included funding positions in the 2013-15 operating budget for more staffing in medium-custody units on second shift and an additional eight-hour, seven-days-per-week (8/7) post on first shift at stand-alone minimum custody facilities.

Policy reviews and audits

DOC has a well-established process for reviewing and updating agency policies. All staff have the ability to inform agency policy. Prison policies adhere to standards of the American Correctional Association and National Institute of Corrections. DOC also has a comprehensive audit system for reviewing and addressing gaps in prison operations. These coordinated agency audits already address many of the safety initiatives reviewed by SAO.

Action Steps and Time Frame

DOC will:

➢ Evaluate the need to expand the random search procedures conducted at some high security prisons to other facilities. *By Dec. 31, 2016.*

➢ Submit a decision package to OFM for funding of an external evaluation of its custody staffing model. *By Sept.30, 2016.*

➢ Ensure inclusion of the specific security items (cell searches, issues with visibility) in their regular auditing process to ensure consistency in application and practice. *By July 1, 2016.*

➢ Evaluate the need for changes to policies, procedures and practices for cell searches, issues with visibility, searches of people entering the facilities and access to facility control centers. *By July 1, 2016.*

SAO Recommendation 3: Enhance the Department's current approach to assessing the effectiveness of the staff safety initiatives and how well they have been implemented at the facilities to provide additional opportunities for improvement. To do so:

a. Develop specific performance goals and measure progress toward meeting those goals.

b. Conduct periodic, anonymous staff surveys and focus groups to gather staff input on the effectiveness of the safety initiatives and whether they have improved how safe staff feel.

STATE RESPONSE:

DOC appreciates the SAO's overview of the department's performance-based approach to staff safety, including its use of violent infractions as a key performance measure, tracking of security concerns/suggestions to monitor progress of staff safety activities and participation in ASCA's Performance Based Management System (which shows Washington is below average in offender violence against staff). While DOC believes these are relevant and reliable measures of staff safety, the department recognizes SAO's conclusion that they are not specific enough to measure a particular staff safety initiative. DOC appreciates the SAO noting the measures DOC has in place for Operation Place Safety (OPS) and oleoresin capsicum (OC) as examples of specific measures for particular staff safety initiatives. However, DOC believes the auditors overlooked the dynamic nature of these and other specific measures of the staff safety initiatives, as well as surveys and focus groups related to staff safety.

Also, DOC would like to note that the staff safety initiatives were implemented as a series of interventions, some of which were piloted and then expanded. The focus was to make improvements to staff safety and build on those improvements by using established performance measures such as violent infractions and by creating additional metrics relevant to the staff safety initiatives. This SAO recommendation supports our efforts in this area.

Prison violence

As noted by the auditors, the department uses prison violence — specifically, the rate of violent infractions — as one way to measure the safety of prisons. Prison violence is a key performance measure in both Results DOC — the agency's performance management framework — and the Governor's Results Washington performance management system. A display of DOC's prison violence performance measure can be found in Appendix A of this response.

The department has mostly met its prison violence performance target. For example, the rate of violent infractions has trended downward and remained mostly below its target of 1.00 violent infractions per 100 offenders. DOC has maintained the rate of violent infractions in its performance target even as the department closed several prisons, which increased the density of an offender population characterized by a mostly violent criminal profile. For example, McNeil Island Corrections Center, a major facility located in Pierce County, was closed in early 2011, which required the department to shift its offender population to other facilities.

Washington ranks 41st in the nation for rate of incarceration. This means the offenders who come to prison here are typically serving sentences for more serious and violent crimes than those in other states. This important context is largely ignored by the auditors in their analysis of DOC's prison violence performance measure. They found that the rate of violent infractions before and after the staff safety initiatives were implemented in 2011 did not show a significant change. This may be true, but it also lacks context to evaluate any counter effects on prison safety such as prison closures. Thus, DOC agrees with SAO that data on violent infractions may be too general to accurately measure the staff safety initiatives, but it takes issue with the minimal consideration given to a meaningful performance measure that still suggests prison safety has improved over time.

Operation Place Safety

DOC recognizes that using prison violent infractions as a measure is more effective at gauging the frequency rather than the severity of violence. For example, prison violence is measured by several kinds of violent infractions, and does not differentiate between those violent acts that may be more harmful than others. This is the exact reason for OPS, which seeks to deter the violent acts that pose the greatest risk to staff safety.

The auditors misattribute the purpose of OPS as seeking to reduce violence rather than explaining its more precise focus on certain violent acts: staff assault, fight/assault with a weapon and multi-offender fight/assault. These violent acts result in an enhanced staff response, including loss of privileges for both the offender who committed the violent act (perpetrator) as well as the offenders who influenced their behavior (close associates). OPS is the first prison application of the evidence-based community Ceasefire model, a street-based group violence reduction strategy. Several other state correctional agencies have expressed interest in or have implemented OPS in their systems. DOC's partner in the design of OPS — the National Network for Safe Communities, out of John Jay College of Criminal Justice in New York — features OPS as a promising practice on its [website](#).

DOC designed and piloted OPS in the Washington State Penitentiary's (WSP) high-security units in late 2012. A [preliminary evaluation](#) by DOC found violent acts decreased by almost 50 percent at WSP in the first year of OPS implementation. OPS was expanded to DOC's other high-security facility, Clallam Bay Corrections Center (CBCC), in late 2014.

As noted by the auditors, DOC has specific measures for OPS to evaluate its efficacy, such as the number of aggravated staff assaults. DOC appreciates the auditors noting this outcome measure and the preliminary evaluation as supporting evidence for expansion of OPS to CBCC. However, the auditors provide little context for how the targeted implementation at WSP may have contributed to a reduction of violent acts statewide. For example, in fiscal year 2012, there were 11 aggravated staff assaults statewide, and WSP accounted for 90 percent of them. There were six aggravated staff assaults in FY 2014 statewide, and WSP accounted for half of them. This equates to almost a 50 percent reduction in aggravated staff assaults statewide and a 70 percent reduction at WSP. See Table 1.

Table 1. FY 2012 and FY 2014 Violent infractions with staff assault type breakout

FY 2012				FY 2014			
Facility	Violent Infractions*	Aggravated Staff Assaults**	Staff Assaults	Facility	Violent Infractions*	Aggravated Staff Assaults**	Staff Assaults
DOC***	1934	11	153	DOC***	1827	6	125
AHCC	240	0	5	AHCC	206	0	5
CBCC	129	0	5	CBCC	163	0	6
CCCC	26	0	0	CCCC	15	0	0
CRCC	331	0	6	CRCC	307	0	2
LCC	30	0	1	LCC	56	0	3
MCC	244	0	59	MCC	252	3	48
MCCCW	19	0	0	MCCCW	28	0	1
OCC	30	0	2	OCC	21	0	1
SCCC	157	0	12	SCCC	161	0	18
WCC	241	1	21	WCC	216	0	18
WCCW	99	0	5	WCCW	106	0	6
WSP	388	10	37	WSP	296	3	17

* Top eight violent infractions are guilty and reduced findings for the following WAC Violations: 502 - AGGRAVATED ASSAULT/INMATE, 505 – FIGHTING, 602 - POSSESS WEAPON, 604 - AGGRAVATED ASSAULT/STF, 611 - SEXUAL ASSAULT STAFF, 633 - ASSAULT/OFFENDER, 635 - SEXUAL ASSAULT/OFFENDER, 704 - ASSAULT (ASSAULT STAFF)

** Aggravated staff assaults are those that involved staff injury or hospitalization, or the use of a weapon.

*** DOC agency-wide totals include staff assaults and aggravated staff assaults

DOC also has a system to track the use of the enhanced response at both CBCC and WSP to monitor OPS activities. See Figure 1.
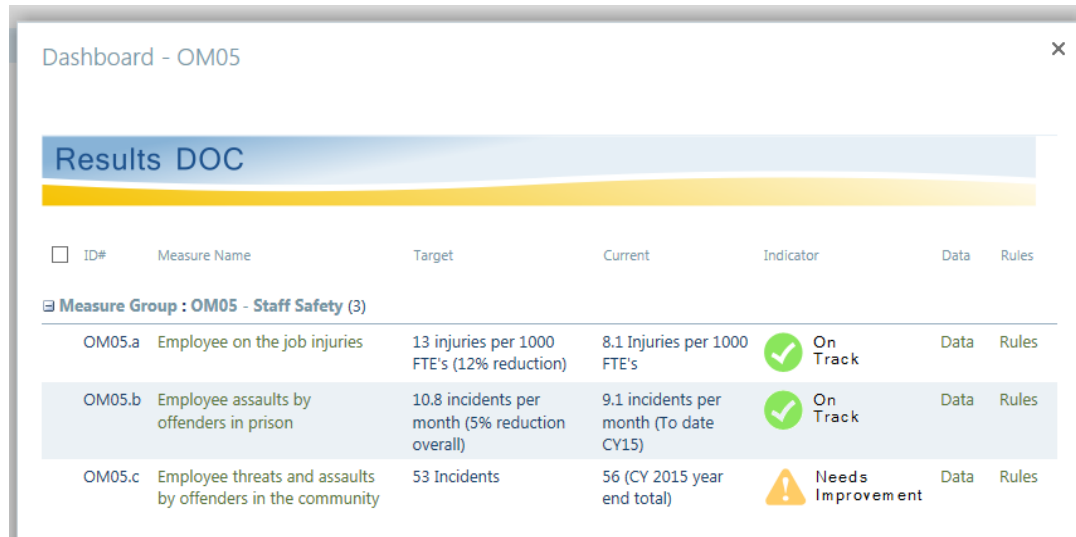
Figure 1. Enhanced Response Tracker for OPS

Results DOC

DOC has several performance measures specific to staff safety that are monitored through Results DOC in alignment with Results Washington. See Figure 2 for a snapshot of the Results DOC dashboard, which monitors the status of measures specific to staff safety.

Figure 2. Results DOC dashboard — staff safety performance measures

Security concerns/suggestions

As noted by the auditors, DOC monitors security concerns/suggestions as well as their status. See Table 2 below.

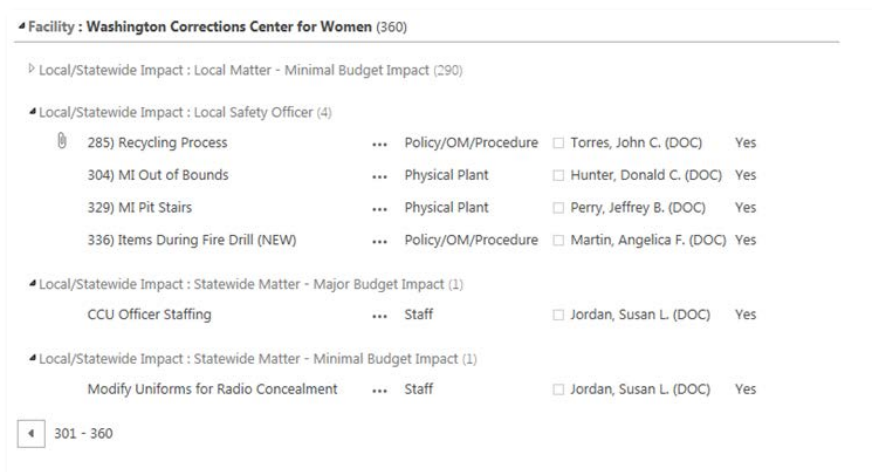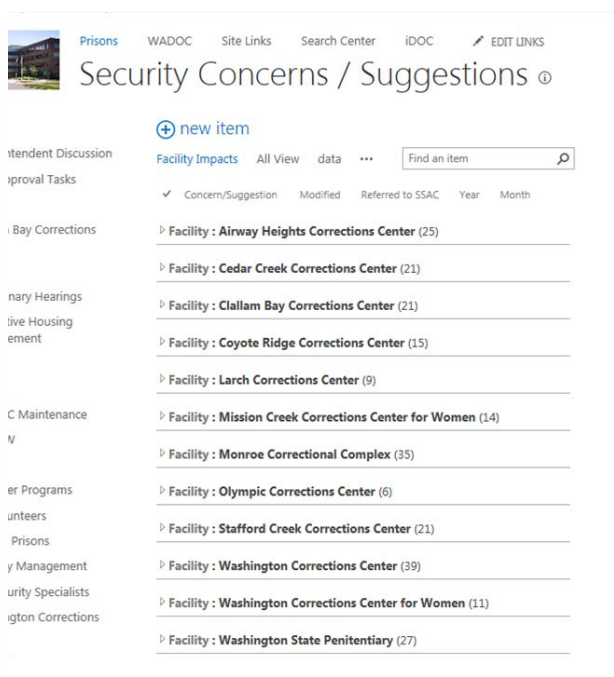**Table 2. Security concerns/suggestions status statewide**

Year	Total Received	Completed at Local Level	Referred Statewide	Completed Statewide
2011	548	488	40	32
2012	714	626	39	24
2013	756	693	15	12
*2014	466	285	11	4
Total	2,484	2,092	105	72

*As of November 2014

However, DOC's use of security concerns/suggestions as a performance measure is more dynamic than described by SAO. For example, in addition to measuring the number of security concerns/suggestions and their status, DOC assesses the types of resolution received with each individual suggestion or concern, the timeliness of the responses, the complexity of the items and the relative resources required to address each item. Each of the security concerns, steps taken and

resolutions are viewable by all staff in the Prisons Division. See Figure 3 below for a display of security concerns tracking, along with details to monitor their status.

Figure 3. Security concerns/suggestions screenshot with drill-down

Annual employee survey

The department conducts an annual employee survey and, in 2013, specific questions were added on staff safety. These questions ask staff to assess the following statements:

- My workplace has meaningful discussions on how to improve security/staff safety.
- I know how to report safety and security hazards or concerns.
- Security practices have been improved in my work area.

These questions remain part of the annual employee engagement survey. The survey results are used to plan meaningful, achievable goals and initiatives to support employee engagement. As a result of more focused efforts to improve employee participation in the survey, 84 percent of

DOC employees responded to the 2015 survey, and there were more positive responses to the staff safety questions than in the previous year. This contradicts conclusions drawn from the SAO's own survey of DOC employees. The SAO survey received only a 20 percent response rate, and the audit inexplicably concludes that higher response rates would have resulted in less-positive results. DOC survey results for the past three years are shown in Appendix B.

Place safety musters

Place safety musters were inspired by the success of the security forums (2011–12) which increased communication on security and safety issues in work areas at all facilities. A description of the security forum structure is shown in Appendix C. Place safety musters are held monthly and support the department's culture of staff safety. They formalize the expectation that supervisors meet with all employees who interact and work in their areas; strongly encourage individuals to voice their concerns and vulnerabilities in small multidisciplinary focus groups; and provide a recognized/formalized forum to facilitate such discussions. DOC created Policy 420.010 in 2012 to support this practice and provide supervisors the structure and time to develop staff awareness on personal safety and the safety of others. Several job aids, such as "Safety on the Line" pocket guides, which emphasize good security routines, and vulnerability exercise workbooks designed to capitalize on current and enhanced safety practices were created as part of this initiative.

The status of DOC security initiatives is captured in an annual report to the Legislature. See Appendix D for the 2015 report.

Action Steps and Time Frame

- ➢ DOC will explore additional performance measures specific to the staff safety initiatives for inclusion in its performance measurement system. *By Oct. 1, 2016.*

- ➢ DOC will explore opportunities to use results from the staff safety questions in the annual employee survey to enhance the staff safety initiatives. *By Oct. 1, 2016.*

SAO Recommendation 4: Improve staff communication about safety issues. To do so:

a. Provide additional guidance and training to facilitators to improve the effectiveness of the place safety musters, and local and statewide safety advisory committees.

b. Evaluate whether the benefit of re-establishing shift musters, which allow staff the opportunity to communicate about potential safety concerns before beginning their shift, outweigh the additional staff time and expense it would incur.

c. Provide more specific guidance for the role of security specialist to ensure good communication occurs on staff safety issues at the facilities, including ensuring staff receive feedback on the status of their staff safety suggestions.

STATE RESPONSE:

DOC agrees with the SAO on the importance of effective communications, and has resources dedicated to engaging and informing staff through a variety of mediums. As the auditors note, DOC published "Keeping Prisons Safe: Transforming the Corrections Workplace" so staff could consider safety models from other fields in the corrections area, and its accompanying field guide,

which offers exercises and discussion guides for putting theories about safety into action. The book and field guide are used as a foundation for the prison safety curriculum. DOC also appreciates the auditors' review of strengths and weaknesses associated with place safety musters and security advisory committees, which presents an opportunity to improve the facilitation of these communication structures. For contents of these publications, see Appendix Items E and F.

Security advisory committees
Security advisory committees, which comprise local and statewide committees, empower facility staff to identify security gaps and provide avenues for addressing them.

Local security advisory committees (established by all 12 prisons in 2011) meet monthly. These committees are chaired by facility captains or lieutenants, and include staff from various disciplines who discuss security concerns/suggestions submitted by staff.

The statewide security advisory committee (established in June 2011) meets regularly to evaluate security concerns/suggestions that may affect department policy or require legislative funding. The committee's work includes evaluating and making recommendations or taking action on security concerns affecting statewide policies or practices, as well as assisting in the development of an additional safety curriculum presented to staff during the annual in-service training for the Prisons Division.

The security concerns/suggestions and their status are viewable by all staff in the Prisons Division.

Shift musters
As the auditors note, shift musters were eliminated due to a legal settlement. Currently, staff have a 10-minute "pass-down" (opportunity to share information) with each other as they exchange equipment. There is also a prescribed list of items each staff member checks at the beginning and throughout a shift to stay informed. DOC is interested in exploring additional communication structures, such as shift musters, to improve communication on staff safety.

Security specialists
Every facility has at least one security specialist. These staff members are responsible for post orders coordination, staff accountability management, place safety muster tracking, security concern/suggestion tracking and quality assurance. They also take a lead role in facilitating local security advisory committee meetings. These responsibilities and duties are addressed in position descriptions for security specialists at each facility. As such, DOC feels that supporting the role of security specialists will improve communication in a number of ways.

Action Steps and Time Frame

➤ DOC will explore ways to improve communication structures such as place safety musters, as well as local and statewide security advisory committees. *By Oct. 1, 2016.*

➤ DOC will conduct a fiscal analysis of the costs associated with re-establishing shift musters. *By May 30, 2016.*

➤ DOC will re-affirm the role of the security specialist in alignment with the position description and related policies. *By Dec. 1, 2016.*

Appendix Items A-F

Appendix A

Schrum, Devon L. (DOC) ▾   ⚙   ?

Measure Name	Prison violence
ID#	OM06.a
Target	.90 per 100
Current	.70 per 100
Analysis	The average rate of violent infractions for FY2014 was 0.93 per 100 offenders. In FY2015, the average rate of violent infractions was 0.97 per 100 offenders.

There was an increase in violence in the month of April 2015, with a rate of 1.05 per 100 offenders. We experienced a similar rate in the month of January 2015. At a glance, it is attributed to an increase of guilty findings for offenders infracted for fighting (505). The average number of guilty infractions for fighting for FY15 was 88 per month. April saw 112 guilty findings.

Indicator	On Track
Indicator Number	2 = Green
Trend	⊕
Desired Direction	Downward
Measure Type	Outcome
Data	Data
Notes	Data2
Plan	
Rules	Rules
A3	
Reviews	
Process Owner	Herzog,, Robert L. (DOC)
Measure Owner	Herzog,, Robert L. (DOC)
Consultant	Nelson,, Geoffrey E. (DOC)
Analyst	Nelson, Geoffrey E. (DOC)
Subject Matter Expert	
Frequency	Monthly
Status	Active

Status Description

Targeted Audience   Chief of Staff; Deputy Secretary for Operations; Offender
                        Change; Prisons

RW#   4.2.3.e

Source   OMNI - Current Datasets

Reporting ETA

RWLogo   RESULTS

Calculated Measure Name OM06.a - Prison violence

Measure Group   OM06 - Offender Safety

Goal Council   Safer Operations

Created at 9/18/2014 11:16 AM by Kampbell,, Tami J. (DOC)
Last modified at 2/16/2016 3:20 PM by Nelson,, Geoffrey E. (DOC)

Close

Appendix B

Trend of Positive Responses
Corrections, Department of

Prisons Division	2013	2014	2015	Change from last survey	
Number of all responses:	1846	1650	3916		
Response rate:	37%	31%	79%	48%	

DOC Specific Questions

	2013	2014	2015	Change from last survey	
D25) My workplace has meaningful discussions on how to improve security/staff safety	55%	53%	48%	-5%	
D26) I know how to report safety and security hazards or concerns	91%	88%	89%	1%	
D27) Security practices have been improved in my work area	57%	52%	53%	1%	

Positive Responses: the percent of respondents who answered the question either "4 - Usually" or "5 - Almost Always or Always"

Appendix C

Method

Staff Safety Forums

The purpose of a Safety Forum is to explore what and how we think about safety and what impacts that thinking. It is discovery through conversation. In the course of sharing stories, ideas and insights and discoveries, we open our minds to the possibilities –of what *could* happen and what we *could* do.

Knowing that we are always confronted with unexpected events and occurrences does not mean our workplace is uncontrollable - it means that it is *indeterminate*. There is an important benefit to understanding the difference between an uncontrollable environment and indeterminate one. The fact that something has not happened does not mean it cannot happen; it only means that the way to make it happen is as yet unknown. Safety is for us to discover and to make happen.

As the point of a Safety Forum is having conversations, participation is kept to lower numbers, optimally being between 12 and 20, allowing smaller groups for intensive discussion and sharing with a larger group. Ideally, participants come from different disciplines or perspectives, but have something in common – their workplace, their level of responsibility in the agency or their experience with the topic.

One of the keys for making a Forum successful is to have facilitators who are prepared to guide the discussion and to keep it grounded in the topic. Facilitators are prepared in how to elicit thinking, encourage exploration and bring focus to the topic.

In contrast to "workshops" and "classroom" venues where the outcome is to transfer knowledge, build new skills and implement initiatives, the outcome for forum participants is building a community of understanding and trust out of which discoveries can be made and insights about the work inform new policies and practices.

A sample agenda for a Forum consists of a variety of activities and exercises. Each is directed at a particular aspect of the topic at hand and intended to provoke discussion and raise questions. It requires participants to bring their experience and expertise, their questions and curiosities, to the table. Many safety practices appear difficult or vague in the abstract. Through hearing stories and anecdotes, we practice a new way of thinking. A few examples of what to include in a forum are listed below:

> ➤ Storytelling as a way of sharing personal experiences in a context. Personal accounts ground the conversation in reality.
> ➤ Combination of individual examination and group exploration of a particular topic.
> ➤ Videos to focus conversation and to introduce real time elements and complexity into understanding events as they really happen.
> ➤ Case studies that help us move from the abstract to the particular.
> ➤ The use of "models" to stimulate thinking about relationships and problem-solving.
> ➤ Planning and commitments for changes to bring new insights and intentions back into the work.

Appendix D

Department of
Corrections
WASHINGTON STATE

Staff Safety

2015 Annual Report to the Legislature

As required by RCW 72.09.680

December 2015

Dan Pacholke, Secretary
dan.pacholke@doc.wa.gov

This report is the fifth annual report to the Legislature as directed by Engrossed Senate Bill 5907 (2011) and contains information on staff safety concerns and mitigation strategies completed by the Department of Corrections.

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Staff Safety

2015 Annual Report to the Legislature

Foreword

"It is the intent of the legislature to promote safe state correctional facilities. Following the tragic murder of Officer Jayme Biendl, the Governor and Department of Corrections requested the National Institute of Corrections to review safety procedures at the Monroe Reformatory. While the report found that Monroe Reformatory is a safe institution, it recommends changes that would enhance safety.

The legislature recognized that operating safe institutions requires ongoing efforts to address areas where improvements can be made to enhance the safety of state correctional facilities. This act addresses ways to increase safety at state correctional facilities and implements changes recommended in the report of the National Institute of Corrections."

— Legislative Declaration, RCW 72.09.680 [2011 c 252 §1]

Executive Summary

Background

Following the murder of Officer Jayme Biendl in 2011, the National Institute of Corrections (NIC) was asked to review systems, policies, and procedures and submit recommendations to mitigate safety and security vulnerabilities at the Washington State Reformatory.

The NIC findings and recommendations led to the introduction of Engrossed Senate Bill 5907 (ESB 5907), at the request of Governor Gregoire, with the intent to promote safer prisons. ESB 5907 was signed into law (RCW 72.09.680) by the Governor on May 5, 2011.

Report Overview

The Department of Corrections (DOC) promotes a culture that encourages: personal responsibility for safety and security; initiative in addressing security and safety concerns and deficiencies; and continual monitoring for safety and security improvements in all work areas, practices, procedures, policies and physical plant layout. In this fifth annual report to the Governor and Legislature, DOC conveys the implementation status of legislative mandates to incorporate the recommendations made by NIC and its dedication to the safety of all employees, offenders, and members of the public.

Commitment to Safety

Washingtonians deserve and expect to be safe and protected in their communities, and this is a priority of Governor Inslee as recognized in Results Washington Goal 4: *Healthy and Safe Communities.* The DOC's highest priority is embedded in the mission to improve public safety and one of the key goals is safer operations. The DOC, using Results DOC, measures success related to safer operations with both outcome and process measures that include staff safety, offender safety, workforce development, ensuring safe environments, and managing emergencies.

The DOC employs staff from many disciplines to work with offenders in total and partial confinement facilities, as well as within the community. Staff responsibilities include working with offenders in unpredictable and often dangerous settings. Despite great personal risk, staff continue to perform their duties with the utmost professionalism and pride. They do this because they believe in improving public safety and desire to work together for safer communities. Staff safety and facility security are disciplines that must be practiced by everyone at all times.

The DOC promotes a culture of safety and security and remains deeply committed to, and actively engaged in, improving employee, offender, and community safety. In the words of Secretary Dan Pacholke, *"Safety in all of its forms has been and will remain my core goal. It will be the hallmark of this administration. We will endeavor to keep people safe – those who work within the correctional system, those who are housed within the correctional system and those who live in our communities."*

Prison Safety

Security Advisory Committees

The Security Advisory Committees are comprised of local and statewide committees that have supported and encouraged staff to take the initiative in identifying and reporting staff safety concerns and facility security gaps as well as furnish an avenue to address them. Employees continue to provide innovative solutions to everyday challenges and actively engage in the process to increase their own safety as well as the safety of others. The success of this approach can be attributed to the support received from all levels of the agency. By incorporating multidisciplinary staff from all classifications, the submittals are broad and diverse; the work is progressive and impactful; and the resolutions highly effective. Table 1 provides a summary of the suggestions submitted to date.

Table 1. Security Concerns & Suggestions

Year	Total Received	Completed at Local Level	Referred Statewide	Completed Statewide
2011	548	488	40	32
2012	714	626	39	24
2013	756	693	15	12
2014	466	285	11	4
*2015	378	229	11	5
Total	2,862	2,321	116	77

*As of October 2015

Local Security Advisory Committees

Local Security Advisory Committees are very active in all 12 prisons and continue to meet regularly. These committees are chaired by the senior facility security/custody staff (Captains or Lieutenants) and include employees from a variety of disciplines who review and discuss security concerns and suggestions that have been submitted locally.

When a local security suggestion is submitted by a staff member to the facility's Security Specialist, the suggestion is then queued for review by the Local Security Advisory Committee. Using a facility-wide, multidisciplinary approach, the local committees examine each suggestion for not only the staff safety and security benefits that may be gained if the suggestion is endorsed, but for any negative impacts the suggestion may produce for other areas or staff within the facility.

Examples of submissions of local safety and security concerns at individual prisons that resulted in subsequent changes in practice or routine in 2015 are summarized below:

- One-Way Movement – This request from Monroe Correctional Complex (MCC) noted that during periods of offender movement, offenders were allowed to travel both to and from work/program areas at the same time. This made it difficult to assess which direction or location an offender should be

traveling to, impacting staff safety and facility security. This suggestion implemented locally changed the movement periods to one-way travel with a separate movement period in the opposite direction.

- Improved Sightlines – This request from Washington Corrections Center (WCC) pointed out security concerns within the Correctional Industries (CI) Warehouse. Staff noted that the CI building's internal sightlines were restricted, increasing the risks to staff and compromising staff accountability. WCC and CI management agreed and windows were installed in key internal areas which improved sightlines and contributed to greater staff accountability.

- Volunteer Safety – This request from Mission Creek Corrections Center for Women (MCCCW) noted that volunteers are frequently alone with offenders in education building classrooms without an easily accessible means to notify staff in the event of an emergency. Since volunteers are not issued radios or office keys, and staff telephones are secured in offices to prevent offender access, the request suggested phones that are secured and provide restricted dialing could be installed in the classrooms for volunteer use. MCCCW staff designed and installed secured phones in the classrooms that are unlocked by staff when volunteers are present. These phones can only dial internally within the facility which provides a means for volunteers to request assistance while maintaining restricted offender access to external lines.

Each local committee's work has proven to be highly effective. Even when a security suggestion initially appears to offer safety improvements, committee members are able to examine the complex level of detail that involves multiple job classes and program areas to ensure there are no unintentional effects or other viable solutions. This vetting process has brought about a strong local commitment to safety and security through the exchange of ideas, involvement of all staff and program areas, and a better understanding of how each employee contributes to the safer operations of the facility.

Statewide Security Advisory Committee

In some cases, a Local Security Advisory Committee may determine a security suggestion might have statewide impact, requires a change to DOC policy, or the costs to implement the suggestion is beyond facility or DOC budget capacity. In these, as well as other situations, the suggestion is forwarded to the Statewide Security Advisory Committee for review and consideration.

The Statewide Security Advisory Committee meets quarterly to evaluate safety and security concerns and suggestions forwarded from local committees that may impact DOC policy or require legislative approval and funding. Committee work includes evaluating suggestions, making recommendations, and taking action on multiple safety and security concerns affecting statewide policies and practices. In addition, the Statewide Security Advisory Committee assists in the development of safety curriculum presented to staff as part of Annual In-Service training for the Prisons Division.

Examples of statewide safety and security concerns that resulted in statewide safety and security improvements in 2015 are summarized below:

6 | P a g e
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- K9 Program - A request from Cedar Creek Corrections Center (CCCC) noted that the loss of the majority of the K9 Contraband Detection ('drug dog') positions through budget reductions in 2008 linked to an increase in the amount of illegal contraband being discovered. The suggestion not only pointed out that K9 programs find hidden contraband, but act as a deterrent to the introduction of contraband through a visible presence in public access areas. The Statewide Security Advisory Committee reviewed the suggestion and agreed that expanding the K9 positions is an effective solution to reduce contraband. DOC was able to shift existing funds to expand the K9 program at two prisons, bringing the total K9 positions to four.

- Behavior Observation Entry - A request from Coyote Ridge Corrections Center (CRCC) was to consider creating an electronic offender behavior record that would follow the offender through incarceration and community supervision. The suggestion noted current methods to document offender behavior that does not warrant an infraction, termed 'onsite warnings', is through log book style records kept in each living unit or program area. The request offered a suggestion to incorporate offender behavior reports into the official offender electronic database. The Statewide Security Advisory Committee reviewed the suggestion and agreed an electronic offender behavior report would improve documentation of offender behavior across the correctional continuum. In September 2015, the Behavior Observation Entry (BOE) went into effect and is now available electronically in the Offender Management Network Information (OMNI) database. Additionally, DOC policy was created that outlines the expectations for the BOE (Appendix A).

- Religious Property - A request from MCC was to move the sourcing, ordering, and delivery of all offender allowed property items to a single source/vendor. Access Secure Pak currently provides this service for the majority of property items, such as offender commissary, musical equipment, typewriters, etc., however, religious property and hobby craft items were not included. If an offender was approved for religious property items, multiple vendors were sourced to provide the items, often shipped directly to the prisons without a statewide security review. In the summer of 2015, religious property was added to the sole-source offender property catalog only available through Access Secure Pak. Now, both offender property and religious property are prescreened for security concerns, items are continually reviewed, and the catalog updated as needed. In addition, discussions are currently underway to move the last of the offender property items, in-cell hobby craft, to Access Secure Pak as well.

Each of the examples above represents the complex work involved in evaluating and reviewing suggestions submitted for statewide consideration. Members of the Statewide Security Advisory Committee review each suggestion in detail, may ask for additional information, or may need time to review with their local committee members or labor representatives before making a final recommendation. Meanwhile, security management staff are conducting similar in-depth reviews with other statewide program areas. This statewide review may include information technology, religious programs, Correctional Industries, human resources, prisons leadership, or the budget office.

This complex, multidisciplinary process ensures each security suggestion that is implemented, as in the case of the examples noted for 2015, multiple staff and program areas have reviewed and agreed to support the

suggestion. By the time a security suggestion is implemented, abundant sources of information have been consulted, numerous details have been worked out, and any potential negative impacts have been mitigated.

Staff Safety Performance Audit

The Washington State Auditor's Office is concluding a Performance Audit on Prisons Safety and Security (see Appendix B for summary) which will assess whether the DOC could do more to ensure the safety and security staff and facilities. The audit seeks to answer the following questions:

- Does DOC's prison safety and security program meet widely accepted practices and standards, and in areas where it does not, why?
- Have recent changes in the DOC's prison safety and security program improved the safety and security of prison staff?
- What information does DOC use to understand whether its program is improving prison staff safety and security and is the information adequate for managing the program?
- What additional changes could DOC make to improve the safety and security of prison staff?

The audit team completed site visits at 12 prisons, staff training centers and headquarters throughout much of 2015. The State Auditor's Office is currently reviewing and processing all the information compiled during the audits and anticipates publishing a draft report by January 2016.

Prisons Division Training

Prison Safety Series Curriculum

DOC promotes a culture that encourages personal responsibility for safety and security in prisons and has invested in extensive staff training programs. DOC continues to develop curriculum adapted from *Keeping Prisons Safe, Transforming the Corrections Workplace*, C. Young, D. Pacholke, D. Schrum, and P. Young, (2014). The content, discussions, and activities delivered through annual in-service training target strategies for improving personal safety, the safety of others, and the safety and security of the work place. The previous lesson in this series focused on the Human Error Model, while the current lesson focuses on Managing Complexity (Appendix C).

Lesson Objectives are to:

- Recognize how complexity and change influence goals and safety,
- Examine solutions for minimizing risk caused by organizational gaps,
- Identify how documentation supports prison safety, and
- Connect daily work to the vision and mission of DOC.

The curriculum for this series was developed by a multidisciplinary team, reviewed by the Statewide Security Advisory Committee, and is being offered to all prison staff as a requirement in the Fiscal Year 2016 Annual Agency Training Plan (Appendix D).

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Corrections Fatigue to Fulfillment™

Through a technical assistance grant from NIC, DOC was able to offer Corrections Fatigue to Fulfillment™ Instructor Training. The four day train-the-trainer course was designed to prepare and certify instructors in the proprietary course material titled Corrections Fatigue to Fulfillment™, so that they may facilitate instruction with agency staff.

Corrections Fatigue to Fulfillment™ contains material which addresses the psychological challenges experienced by correctional employees due to workplace stressors and offers ways to overcome them. The DOC instructors delivered 24 seminars in early 2015 to over 270 participants. Results showed that over 70% of participants recommended this training to other employees. In response to the overwhelming support, DOC will provide an additional 26 seminars to employees by December 2015.

Electronic Security Technology

Staff Accountability Systems

Earlier this year, the Statewide Security Advisory Committee participated in an exercise designed to group and prioritize the list of statewide security concerns and suggestions, such as staffing, equipment, and personal safety. Although many of the same themes from previous lists remained consistent, it is important to note DOC's safety and security strategies and needs continue to evolve. However, even as new strategies are studied, the items below continue to rank among the top 5 security improvements to consider for expansion to other facilities.

The Washington State Penitentiary (WSP) was chosen as the pilot site for a proximity card electronic staff accountability system. This system has been operational since 2012 and has significantly increased the ability to confirm staff accountability when needed. The Statewide Security Advisory Committee supports the expansion of the proximity card system statewide, and DOC submitted a decision package to the Office of Financial Management for consideration in the 2015-2017 supplemental budget.

MCC/Washington State Reformatory Unit (WSRU) was chosen in 2011 as the pilot facility for a body alarm project. This technology has been fully operational since 2012 and has been tremendously successful both in terms of usability and staff acceptance. The Statewide Security Advisory Committee continues to support the expansion of the body alarm system statewide based on available funding.

Narrow-Banding Project

The DOC was required to replace radio equipment following a Federal Communications Commission (FCC) mandated change to radio frequency usage nationwide, and this project is now 100% complete. The DOC completed the narrow-banding effort within required time frames and approved budget.

800 MHz Re-Banding Project

The FCC mandated a reallocation of the spectrum of radio communication frequencies nationwide in order to reduce interference between commercial entities and Public Safety Radio systems. All 12 prison radio system components (base stations, portables, mobiles, and mountain top repeaters) are complete and operating on new frequencies. In addition, hundreds of radios (portable and mobile) were able to be redeployed to from prisons to community corrections, strengthening officer safety in community settings.

There remains a couple of small reprogramming projects, such as the last of the community corrections radios and a headquarters radio system, both of which are currently in progress and expected to be complete by November 2015. Project time and cost analysis is currently in process with an estimated submittal to Sprint/ Nextel for reimbursement in January 2016.

Community Corrections Safety

The Community Corrections Division (CCD) continues to implement new policies and procedures aligned with evidence based corrections and a recently adopted supervision model. The implementation of these changes is made with the underlying principle of focusing on staff safety and offender accountability.

Community Corrections Security Advisory Committee

The Community Corrections Security Advisory Committee continues to meet quarterly to evaluate safety and security concerns and suggestions that may impact DOC policy, budget, and workload. The committee is co-chaired by a CCD Program Manager and a representative of the Washington Federation of State Employees. In addition, the committee membership is comprised of the CCD Officer Safety/Security Specialist and employees from around the state and a variety of job classifications. Committee work includes evaluating and making recommendations regarding staff and office safety and security concerns affecting statewide practices.

Examples of 2015 submissions of statewide community corrections safety and security concerns that resulted in statewide safety and security improvements are summarized below:

- <u>Smart Phones</u> - The primary communication tool for community corrections officers is DOC issued cellular phones for use in both every day and emergency situations. To enhance the ability to communicate using this option, officers have been issued smart phones which allow for greater connectivity to their work. This upgrade in phones allows for telephone and text communication, email access, locating offender addresses though mapping applications, and enhanced picture/video capabilities to assist in documenting evidence collected.

- <u>Handheld Scanners</u> - To assist in controlling the movement of contraband, and deter the introduction of dangerous and or illegal items into Work Release facilities, handheld metal detecting wands have been purchased. In the Work Release environment, the potential for the introduction of contraband is greatly increased simply due to the amount of community access offenders have. The use of handheld detectors is an additional tool to ensure officer safety and facility security.

- Ballistic Vest Replacement - All community corrections officers are issued a high quality ballistic vest which must be replaced every 5 years. Because of the 5 year span between issue and replacement, officers were often not aware of the expiration date and were not ordering replacements within the manufacturers recommended timeframes. This concern was reviewed by the Security Advisory Committee and a plan was developed for the officer and their supervisor to be notified 90 days prior to the vest's expiration date. This process will ensure ballistic vests are ordered, officers are measured for proper fit, and replacements arrive prior to the expiration date of their current vest.

Community Corrections Division Training

Training in community corrections continues with an emphasis on skills that increase positive engagement with offenders. The ability to engage offenders, and intervene in high-risk offender behaviors, promotes both staff and community safety.

Arrest Planning & Implementation (API) Phase II

In 2013, CCD partnered with the Training Development Unit to develop and deliver a three-day training for all employees with arrest authority. The overarching premise of the training was on safety and its applicability to planned arrests and standard field contacts.

In March 2014, API Phase I was implemented into CCD annual in-service and was made mandatory training for all Community Corrections Officers, Specialists, and Supervisors. API Phase II curriculum is currently in development with a target delivery date of spring 2016.

Critical Incident Response

Training was developed and delivered to all CCD Supervisors regarding response to critical incidents that could occur as part of the daily operations. Written materials were developed which provided instructions regarding roles and responsibilities, necessary notifications, applicable policies, as well as a resource guide. Critical incident response training focuses on the safety, protection, and support of all staff involved in critical incidents. Subsequent to supervisory training, the program was then delivered to staff at the office/unit level. Staff were provided information regarding what they could expect from their supervisor and management if they were involved in a critical incident while performing their duties.

Security Equipment Enhancements

Electronic Control Devices (ECD)

Following the 2013 ECD pilot in the Community Corrections Division, DOC made the decision to expand the ECD program division wide and now provides training and equipment to any community corrections officer that requested to carry an ECD. To date, approximately 450 CCD staff have been trained and certified to carry an ECD. In addition, training plans were developed and implemented as a component of the Community

Corrections Officers Academy as well as during annual training per the Fiscal Year 2016 Annual Agency Training Plan (Appendix D).

Beginning in January 2015, the Prisons Division began piloting the use of ECD's to provide an additional use of force option only during high-risk offender transports and routine intrastate and interstate transportation. The Prisons Division has trained and equipped Special Emergency Response Team members, offender transport staff, as well as interstate transportation lieutenants with ECD's and related equipment. DOC Policy 410.205 Electronic Control Devices – Prisons (*dissemination restricted*) was established to provide directives and procedures for the use of an ECD. The results of the pilot will be used to determine if any additional staff or areas may be considered in the future.

Community Corrections Officer Safety Equipment

CCD implemented a tiered officer safety equipment distribution process which ensures staff receive all necessary safety equipment as they progress through training. To accomplish this, a centralized ordering process was implemented which ensures staff are uniformly supplied with quality officer safety equipment while DOC remains fiscally responsible.

Radio Communication

To further enhance communications among officers in the field, radios have been deployed throughout CCD. These radios are part of our consistent focus on improving officer safety. This equipment, which includes the radios, holsters and charging stations, has been instrumental in enhancing communication between officers while conducting work in the field (arrests, house searches, planned contacts, etc.). In addition to communication between CCD officers, these radios also provide a common statewide law enforcement frequency, and in some cases local law enforcement, to enable officers to communicate with partnering law enforcement agencies during joint operations or incidents and significant events.

Appendix A

Behavior Observation Entry

REVIEW/REVISION HISTORY:

Effective: 9/18/15

SUMMARY OF REVISION/REVIEW:

New policy. Read carefully.

APPROVED:

Signature on file

_____
BERNARD WARNER, Secretary
Department of Corrections

8/11/15
_____
Date Signed

REFERENCES:

DOC 100.100 is hereby incorporated into this policy; DOC 460.000 Disciplinary Process for Prisons; DOC 460.130 Violations, Hearings, and Appeals; DOC 460.135 Disciplinary Processes for Work Release

POLICY:

I. The Behavior Observation Entry (BOE) is the official electronic record to document and share information on offender behavior in a consistent method to improve safety and accountability in Department facilities and the community. Its primary purposes are to:

    A. Inform case managers of offender behavior to be considered for follow-up.

    B. Collect information on observed behavior, including patterns of improvement.

    C. Replace local behavior/onsite adjustment logs.

    D. Inform disciplinary and incentive processes.

    E. Enable employees and contract staff to document and review offender application of skills and behaviors.

II. Individual behavior information will be used to make data-driven decisions regarding case management and identify patterns of behavior that may require follow-up. Aggregate data on offender behavior will be considered during safety related reviews and may also be used to inform policy/procedure decisions and resource deployment.

DIRECTIVE:

I. Behavior Observation Entry

    A. Employees and contract staff will document observed, off baseline offender behaviors in BOEs. These entries will be made in the Behavior Observation section of the offender's electronic file as part of his/her permanent record.

        1. Case managers may enter information into the Behavior Observation section of the offender's electronic file not otherwise addressed. Case managers are not expected to duplicate documentation.

    B. Entries will specify if observed behavior is Positive, Negative, or Neutral.

        1. Positive behavior is desirable behavior that indicates individual progress.

        2. Negative behavior is undesirable behavior that is not necessarily rule violation behavior.

            a. In Prisons, rule violation behavior addressed through an onsite adjustment will be documented in a Negative behavior BOE.

    b.   Rule violation behavior addressed through an infraction or violation report will be documented per the applicable disciplinary policy:

        1)   DOC 460.000 Disciplinary Process for Prisons
        2)   DOC 460.135 Disciplinary Processes for Work Release
        3)   DOC 460.130 Violations, Hearings, and Appeals

    3.   Neutral behavior is behavior that is not necessarily positive or negative, but could be useful for employee/contract staff awareness. For example:

        a.   Prison/Work Release – "Offender is sitting alone in the corner of the dayroom when he would usually interact with others."

        b.   Field – "Offender reports to the office. He is usually outgoing and talkative, but today he is reserved and quiet."

  C.   BOEs must be factual and will not contain opinions or conclusions drawn about the documented behavior.

II.   Case Manager Expectations

  A.   The assigned case manager will receive an electronic notification when a BOE is added in the offender's electronic file.

  B.   The case manager will review the BOE and follow up with the offender by acknowledging positive behavior, discussing neutral behavior, and addressing negative behavior as close to the event as possible. In the absence of the assigned case manager, the appointed designee will follow up.

    1.   The case manager will clear the notification flag upon review of the BOE or when the behavior has been addressed.

  C.   The case manager will consider recorded observations when developing and modifying the offender's case plan.

DEFINITIONS:

The following words/terms are important to this policy and are defined in the glossary section of the Policy Manual: Case Manager, Off Baseline Behavior. Other words/terms appearing in this policy may also be defined in the glossary section.

ATTACHMENTS:

None

DOC FORMS:

None

Appendix B

Performance Audit on Prisons Safety and Security

Jan M. Jutte, CPA, CGFM
Acting State Auditor

Director of State and
Performance Audit
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Prison Safety and Security

Program Background

In response to the January 29, 2011, on-duty murder of Correctional Officer Jayme Biendl by an offender at the Monroe Correctional Center, the Legislature passed Senate Bill 5907 at the governor's request, requiring the state to implement new safety measures for prisons and community corrections.

The Department of Corrections (DOC) has since made changes to the safety and security program in its 12 prisons. Changes include additional safety and security training for staff, changes to Department policies, and new safety committees at each prison to review the staff's concerns. The Department also created a statewide security committee to evaluate concerns and suggestions that may impact department policy or require funding from the legislature.

Even with these changes, significant challenges remain. Members of DOC's Statewide Security Advisory Committee have noted a decline in the number of incidents, but also raised concerns about the severity of incidents, as well as rising mental health issues and gang involvement in the offender population. The state correctional officers' union expressed concerns that the reforms have not done enough to ensure their safety.

Scope and objectives

The objectives of this performance audit are designed to assess whether the Department could do more to ensure the safety and security of its correctional officers. The audit will seek to answer the following questions:

- Does the Department's prison safety and security program meet industry leading practices and standards, and in areas where it does not, why?
- Have recent changes in the Department's prison safety and security program improved the safety and security of prison staff?
- What information does the Department use to understand whether its program is improving prison staff safety and security, and is the information adequate for managing the program?
- What additional changes could the Department make to improve the safety and security of prison staff?

We plan to hire subject matter experts to assist us in conducting this audit.

Timing

Audit results will be released in summer 2015.

March 2014

Appendix C

Prison Safety Curriculum: Managing Complexity

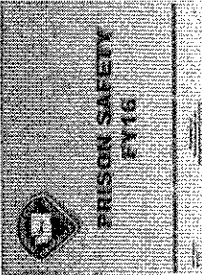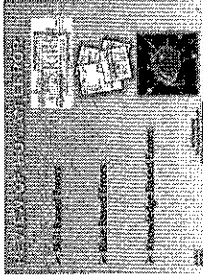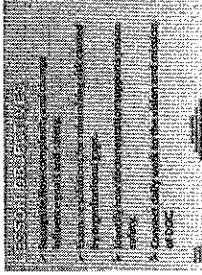# INSTRUCTIONAL GUIDE

Lesson: Prison Safety FY16
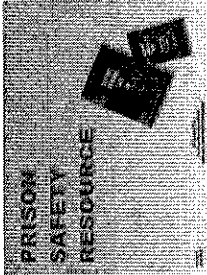## Time: 3 Hours

Lesson Objectives:

1. Recognize how complexity and change influence goals and safety.
2. Examine solutions for minimizing risk caused by organizational gaps.
3. Identify how documentation supports prison safety.
4. Connect daily work to the vision and mission of DOC.

Performance Expectations:

- Apply various practices for safety and security in the facility to minimize risk.

Instructional Aids:

- PPT Presentation: AIS Prison Safety FY16
- IA1: Post Order Shakedown Activity
- IA2: Small Changes Activity

Student Handouts:

SH#1: DOC Policy 890.00 Safety Program

SH#2: Small Changes Student Activity

SH#3: F-Map ** Special Instructions – The F-Map is required to be printed directly from the website for use in the classroom. Please go to:

iDoc→Agency→Operations→Results

DOC→Fundamentals Map to print the handout prior to class

NOOK Appendix Materials:

Delivery Preparation:

SH#3: F-Map ** Special Instructions – The F-Map is required to be printed directly from the website for use in the classroom. Please go to:

iDoc→Agency→Operations→Results

DOC→Fundamentals Map to print the handout prior to class.

Table Groups: If possible set up table groups with multi-disciplinary teams

Classroom Materials/Equipment:

- Chart Paper & Easel or Dry Erase Board
- Markers
- Computer & Projector
- Paper & Writing Utensils

Reference Documents:

- Cheryl Young, Dan Pacholke, Devon Schrum and Phillip Young, *Keeping Prisons Safe Transforming the Corrections Workplace* (Washington: Prisons Division Washington Department of Corrections, 2014), 117-160
- Cheryl Young, Dan Pacholke, Devon Schrum and Phillip Young, *Keeping Prisons Safe Field Guide* (Washington: Prisons Division Washington Department of Corrections, 2014), 93-114

Creation & Revision Dates:

Creation: May 2015

Revision:

Instructor Resources:

Subject Matter Expert Contact(s): Brandon Marshall & Jamison Roberts
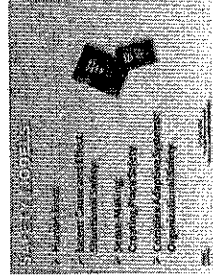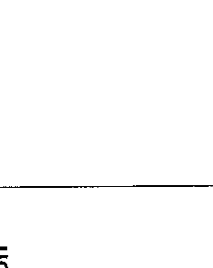
TDU Contact(s): Alena Dicke & Trevor Setvin

Final: Version 2
7/14/2015

AIS Prison Safety
Training & Development Unit 2015
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#	Topic (Content reference page or NOOK location)	Instructor Notes (Instructional purpose, related objectives, key points & terms/definitions)	Strategy/Activity (Instructional method with directions for setup & debrief)	Materials (Equipment, PPT slides, handouts etc.)	Time
1	Lesson Overview	Through previous in-service lessons staff have looked at personal practices as well as department practices regarding safety and discussed how to improve safety in the workplace. They have explored vulnerabilities and identified how staff can improve safety in the workplace by individual and team accountability. Safety is a continuous improvement priority in the department and staff have had the opportunity to learn, grow, and see the changes in the department that have been driven by safety statewide.

DOC is dedicated to correcting the human and system errors that have led to serious incidents in our prison facilities. ESB 5907 set our guidelines and goals to improve safety and reduce risks within our facilities. | **Instructor Introduction:**

Show PPT#1:

- Welcome students to the training.

- Introduce yourself and co-instructor(s). Instructor should say something about themselves, their level of knowledge and their passion for teaching this course.

Previous Lesson Review:

Show PPT#2: Human Error

Reference previous trainings. Remind students of AIS Prison Safety and Physical Plant Safety. Talk about how these lesson have helped safety mindset and practices at their worksites.

Ask: After attending these trainings what things in your facilities did you notice that you didn't notice before?

- *What were some of the possible solutions for safety that you noticed at your facility?*

- *What safety models are in place at your facility?*

Lesson Objectives:

Show PPT#3: Lesson Objectives.

- Review the objectives and answer any questions.

The purpose of this lesson is to share information, learn from each other, and develop ways to address organizational gaps and inefficiencies that may contribute or lead to safety risks. | PPT#1:

PPT#2:

PPT#3:
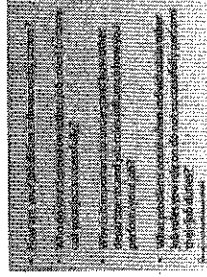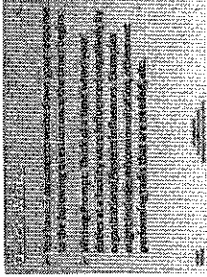
 | 5 min |

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	PPT#4

The Book: Keeping Prisons Safe

Show PPT#4: Prison Safety Resource

- The questions you just discussed and the activities we will be using in this lesson are derived from a published book and workbook titled <u>Keeping Prisons Safe – Transforming the Corrections Workplace.</u>

- This book is a testament to the nature of our work and gives correctional staff the opportunity to talk about safety. Line staff have solutions to many of the safety concerns that come up on the job.

- A design group brought together subject matter experts from across the state and the principles guiding this group became clear and the issues suddenly became about EACH of us and ALL of us.

Note:

It is important to discuss the book/workbook for several reasons:

1. Staff will know that their experiences, input and feedback were included in this book/workbook to improve safety and change our culture.

2. The book focuses on more than just complex adaptive systems, but gives attention to improving human error issues as well.

3. Most of the exercises and activities in these books have been tested in forums, workshops, musters, training, and committees over the past three years. This is the other testament to the input staff have had in the creation of this work.

The book and workbook were written by Dan Pacholke, Cheryl & Philip Young and Devon Schrum with input from DOC staff.

Where to Find the Book

Each facility's Training Unit will have several copies available for loan within this coming year.

If you get a chance to read them, it may help to improve your safety perspective.

Introduction		10 mins
	Show PPT#5: Safety Models PPT#5:	

- The safety models reviewed in the book are:

  ▪ Human Error

  ▪ Latent Cause and Effect: Situational Safety

  ▪ Sense-Making: Creating Place Safety

  ▪ Complex Adaptive Systems: Organizational Safety

- Each chapter in the book contains three parts:

  – Part 1 introduces a safety model and describes that model's explanation for how accidents happen and where to look for causes and solutions.

  – Part 2 of the chapter brings the model into the correctional context.

  – Part 3 operationalizes the model with practices relevant to the corrections workplace.

- This book draws heavily from DOC forums, started as a way to change our safety climate. The first of these lessons was annual in-service two years ago; My Safety, Your Safety, Place Safety.

- This year we will be reviewing Chapter Four which focuses on the Complex Adaptive Systems model.

Show PPT#6: Principles

Review the principles on the slide and clarify any student questions.
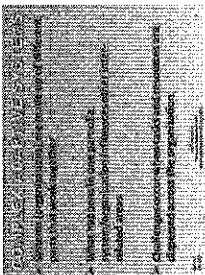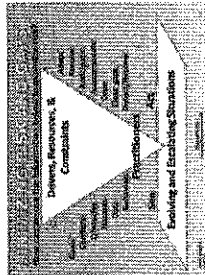
PPT#6:

| 2 | Complex Adaptive Systems | **Lesson Objective #1**

Note: You will need a clock or other timer for this activity.

Table Groups: If possible set up table groups with multi-disciplinary teams | **Activity: 3 Minute Quick Write**
Tell participants not to start writing until you say go.

In any facility it is necessary to work with others. With that in mind, you have 3 minutes to write down your answer on the following prompt.

Show PPT#7: Quick Write
Have students write as individuals on their own paper.

1. Think of a time when *your duties* at a facility were influenced negatively by the facility, groups or co-workers influences. Examples might include: miscommunication, others not performing tasks that are needed to complete your job, etc.

2. Now that time is up, ask the table groups to debrief some of the problems that people wrote about.

3. Display **PPT#8** as an introduction to the discussion.

4. **Discuss:** Pose the following questions regarding organizational complexity. Emphasize the connections between different organization/system components. Refer back to the situations the staff came up with.

• *How are your job duties influenced by others?*

• *Who do you depend on (other job roles) to carry out your job successfully?*

• *Why is it important to understand how other departments and job roles influence how you perform your job?* |
PPT#7:

PPT#8: | 20 mins |

Read to class:

"Each division, department, unit and function is generating goals, measures, plans, initiatives, policies, budgets, staffing constraints and timelines. This requires the part of the organization where the work is being done to interpret and reconcile multiple requirements and inputs in real time." p. 120

- *What problems occur when individuals in other job roles you rely on do not successfully perform their job duties?*

Report out to the class

PPT#9:

Show PPT#9: Complex Adaptive Systems

Explain: Complex Adaptive Systems
Use the below information to introduce the topic of adaptive systems.

1. Organizations are complex and are made up of different parts that are meant to function together.

2. What happens in one area of an organization influences other, interrelated parts of the organization. When one part of the system changes, there can be changes in other areas of the system.

3. As tasks, projects, and resources are dispersed across the organization, challenges often emerge.

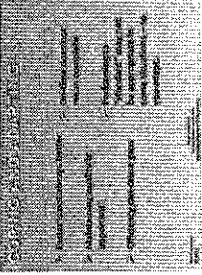|	Minimizing Risk		30mins
3		**Lesson Objective #2** "...divisions can end up working at cross-purposes, communications can break down, gaps can happen and information can be lost." p. 119	**PPT#10:** **Show PPT#10:** Minimizing Risk and Gaps **Discussion: Gaps** • Each part of the organization has a different approach to executing tasks. While different parts of the organization are attempting to implement the same work, difficulties happen due to complexity. • External factors also contribute to the organization. The external factors, such as federal law, impact how policies are crafted and implemented by practitioners.

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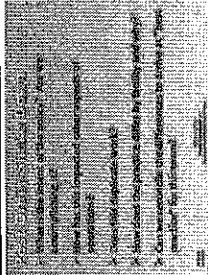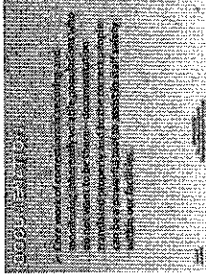|	

We need to recognize that while some parts of our job are driven by organizational policy from the top, there needs to be an awareness of our roles in shaping those policies through the work we do.
 	
Refer to page 121 of *Keeping Prisons Safe Transforming the Corrections Workplace* for more information
	• Examine solutions for minimizing risk caused by organizational gaps.
	
	Describe Diagram from PPT#10:
	
	The model illustrates the importance of observations (being aware of different aspects of the organization) and actions (responses to observations). These different elements are present in our daily work.
	
	Ask: Responding to Gaps (Chart answers)
	
	• *How do you respond to changing workplace conditions?*
	  Resistance
	  Excitement
	
	• *How do you resolve conflicts with competing priorities?*
	  Ask for help
	  Set up a plan to get things done
	  Talking to co-workers/supervisors
	
	• *What strategies can you use to anticipate potential hazards?*
	  Be aware of surrounding
	  Work with co-workers/Supervisors to set up potential plans
	  Run drills/practice scenario responses
	
	• *How do you cope with surprises and work around obstacles?*
	  Take time to process
	  Put the surprise or obstacle in perspective to the work
	
	• *What strategies could you employ to close gaps between plans and reality?*
	  Be part of the implementation

				30 mins
		Actively participate in discussions during planning		
4	Coping & Adapting		**Show PPT#11:** Coping and Adapting **Explain: Coping and Adapting to Complexity** • Working faster is not always better. Taking the necessary time to locate information and execute tasks is important. Acting too hastily can cause more problems in many instances. • Maintaining quality is important. However, quality does sometimes cost more. • Being more efficient can cause gaps in the system or organization. • Performing "to standard" may not be appropriate in some situations so you adapt • Just because something is on time does not mean it is complete. **Activity: Post Order Shakedown – USE IA#1 to work through this activity** • Put staff into groups and review the purpose of the shakedown. • Hand out **SH#1: DOC Policy 890.000 Safety Program** • Use the following questions to help the groups go through the policy and think about how policies affect the work. **Activity Questions** Display **PPT#12:** Post Order Shake Down • *What is the intent of the policy? Are we accomplishing it?*	**PPT#11:** IA#1: Post Order Shake Down SH#1: DOC Policy 890.000 Safety Program PPT#12:	
		Note: Policies for the department are written for general organizational guidelines and have to be translated to the practices in the workplace.			

			5 – 10 min	40 min

- *How has this impacted other aspects of operations?*
- *Does this duplicate work?*
- *How does the practice differ by area and why?*
- *Can we reconcile the differences to arrive at a "best practice" for this team?*

What have we learned?

PPT#13:

Show PPT#13: Documentation

Explain: Documentation

Core work of corrections is securing and monitoring inherently volatile populations who do not want to be there – documentation, translated properly and given to the correct people, can be a powerful tool to assist in staff safety within our facilities.

What could be Documentation? (Chart answers)

- Daily logs
- Observations
- Missing Tools
- Contraband Located
- Inmate Behavior
- Suicidal

We use documentation to communicate critical information to staff on other shifts. It is a way to "talk to" people we don't otherwise have access to. It is a way for all staff in an area to work together and to pass information "up" the chain so that staff in other areas benefit as well (see page 137).

	BREAK	
5	Documentation	**Lesson Objective #3** **Note:** Data trails and paperwork are required to document what is going on in the facility/workplace. The process of following the outlined documentation requirements ultimately contributes to the safety of the agency. Connect the daily work to documentation to help staff understand the importance of safety in documentation. Documentation allows for staff to provide communication that tells the story of the facility and helps staff move from shift to shift with awareness and security mindset to enhance staff safety and facility safety.

Daily logs and observations on current behaviors and daily happenings contribute to the critical information needed to safely operate on a day to day basis. Each document takes time to write which competes with the daily tasks and then can result in documentation that can be lacking in quality and/or details in the documentation. In turn, it also takes time to review and read documentation so the reports that are available are not always reviewed thoroughly based on time constraints.	**Discuss:** What is the point and importance of documenting in corrections? (Chart answers) • Information Sharing – sharing between shifts, areas and levels of management helps to inform facility of the happenings and temperature of the facility. • Record of Incidents – when things happen in the facility keeping a record can support changes that may need to occur, patterns that may be developing. • Warnings – identifying and sharing information at the warning level helps the facility to identify and correct problem/issues before they may have a bigger impact. • Right Information to the right people – by ensuring that information is going to the right people we are communicating. • Anticipation to the facility & safety needs – documentation provides a record of the facility and helps staff see the bigger picture and in turn solve problems at the lowest level making sure the facility is safe and operating in the most efficient way possible.

Explain & Ask for examples: What can be the barriers? Have students identify each area. (Chart answers)

- Information transfer
- Knowledge management
- Right information to the right place
- Time

Information Transfer: Information may be relevant and available however, if there is not a vested interest or if the information is not sought out then information is not used.

Knowledge Management: How to manage, distribute, interpret, and archive information both for individual staff and facilities as a whole.

Right Information to the right place: It is important to identify who should get what information – if you are sharing information with someone that it does not mean anything to the information is lost.

Time: Time will always be a barrier. With the daily duties and tasks that need to be completed we need to ensure that we respect the time each staff have and make sure the information we are sharing is purposeful and applicable to the information at hand.

Lesson: Prison Safety FY16
Time: 3 Hours

	Small Changes Activity Purpose: This activity helps staff connect the dots for what changes they can make and have control over, and how the small changes at an individual/team level can affect the broader organizational level. Documentation is a small change to show what staff have control over.	**Activity: Small Changes** Use SH#2 and IA#2 to conduct this activity Follow IA2 for this activity **(Chart answers)** **Activity Debrief:** • *What could we do in our facilities?* • Considerations of additional actions within span of control. • *Who needs to know and why?* **Explain: Treat successes as failures** Looking at small changes we can make we can continually grow and look at the analysis of the small changes and successes we make. • Look for near misses – "If it hadn't been for......" • Analyze near misses – pay closer attention to discuss what could have happened and what we could do differently. • Track Small Failures – shows possible patterns that could add up • Practices – Being active in your facility for you, the facility and your co-workers. **Ask:** *What type of small successes have you seen around your facility? Think about it in the context of using documentation as a communication tool.* Highlight the importance of small wins, safety does not depend on major changes taking place.	**IA#2: Small Changes Activity** **SH#2:Small Change Student work**	
BREAK				5 - 10 min

6	Standardization and Alignment			25 mins

Lesson Objective#4

Note:
Standardization is a way of clarifying the boundaries for a job. No job can be completely and accurately specified but places and practices are dynamic and localized.

Red Flag:
These discussions may become passionate due to the nature of talking about different job classes and duties. Remember to work with the group and explain the differences also bring us together and help us become a safer agency.

Situational Variables:
Each situation has similarities that help us define the policy and boundaries but each situation also has its own set of identifying factors or variables. By standardizing work we define the similarities but we still need to account for the individual situations that arise.

Explain: Standardization
Standardization is the condition in which a process or object is used consistently throughout an organization or system.

- In corrections standardization must be an organizational decision to pass on successfully throughout our facilities and job classes.

- By having a standard established, the daily work within our organization helps eliminate human errors and establish procedures that ultimately help to keep our facilities and staff safe.

Discussion: *What type of standard procedures do you follow in your daily work?* **(Chart Answers)**

Look for and help guide discussion:
- Standardize operating procedure across job classes.
- Integrating procedures and cross checks.
- Log checklists.
- Checklist that are meaningful.
- What protocol says to do.

Explain:
"Standardization is a way of clarifying the boundaries for a job. These are boundaries within which there must be latitude for situational variables." p. 156-157

Activity: Standardizing Work Processes
1. Use the list from the previous discussion (Standard processes) regarding daily work standard processes.
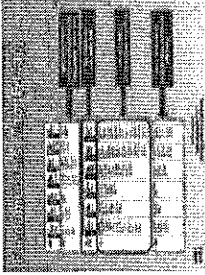
INSTRUCTIONAL GUIDE

Lesson: Prison Safety FY16
Time: 3 Hours

Note:

Standardization leads to alignment across the job functions of the agency. We can look at post orders and identify gaps to look at what we can do as individuals and an agency to align with our procedures and practices.

2. Identify standard processes from the group discussion.

3. Have each group take a task or two dependent on how big the list is.

4. In each group:
   - Identify how the standard applies to different job classes.
   - Determine what barriers there could be to the standards.

Discussion: Alignment

- While debriefing the group work, highlight alignments in the standards across job classes.

- Point out the contributions of each job class and how each correlates to the overall alignment of standards and the agency mission and goals.

Explain:
Team Responsibility

The base of team responsibility starts with personal accountability. Each team member has to be accountable for themselves and accountable to the team. By holding each other and ourselves accountable we build a foundation for the team to be accountable as a group.

How do we as an agency promote team responsibility?

- Safety Forums
- Safety Musters

How can we do things better?

- Practice how to back up one another

INSTRUCTIONAL GUIDE

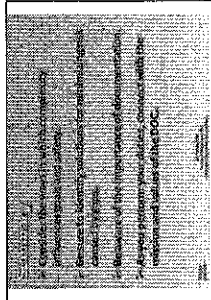|				
		• Designate staff to communicate to make sure that communication happens • Review with staff what needs to be done		15mins
7	Fundamentals Map	**Note:** The Fundamentals Map (i.e., F-Map) connects everyone's daily work to DOC's five key goals. • The F-Map links our key goals to the strategies and processes that will achieve the Department's desired outcomes. • It is a document that identifies who in leadership is responsible for each core process. The process within the F-Map are how local supervisors can connect staff work to the core processes of DOC.	**Discussion: Fundamentals Map** The Fundamentals Map is a structure for DOC to do business and connect the different organizational goals through a structured process that keeps the goals connected and visible throughout the agency. The Fundamental Map connects drives practices, policies, procedures throughout the agency and in turn can affect the processes we follow for safety within our agency. **Activity: F-Map** **Show PPT#14:** Fundamentals Map If we are doing our routine work well, it should all lead to positively impacting offenders. 1. Hand out the F-Map **See Special Instructions 2. Introduce the class to the F-Map (what is it and what function does it serve). Have staff discuss in table groups then report out to the class: • What area(s) do you see your position affecting. What kinds of things can we do to support the F-Map?	**PPT#14:** **SH#3: F-Map** ** Special Instructions – The F-Map is required to be printed directly from the website for use in the classroom. Please go to: **iDoc→Agency→Operations→Results DOC→Fundamentals Map** to print the handout prior to class	
8	Summary		**Discussion: Summary** **Show PPT#14:** Summary Thinking back to what we talked about today:	**PPT#14:**	10 min

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Lesson: Prison Safety FY16
Time: 3 Hours

			• *How does organizational complexity impact your jobs and duties?* When you return to your job duties, keep safety in the front of your mind. Ask yourself these questions: • *What can you do to address organizational gaps?* • *How will you respond and cope with complexity?* • *What will you do to increase prison safety?* We will continue reviewing these types of issues during the annual in-service prison safety series each year. However, please continue having these discussions on a daily basis with each other. • Let someone know when you feel uncomfortable or unsafe. • If you notice gaps, implement strategies to address them. • Continue open/honest discussion during your Place Safety Musters. • Report safety/security concerns.		
9	Evaluation	Collect the forms from the debrief and give to local FPC.	**Handout Class Evaluation Form and Explain:** Your input is valued, please take some time to give us your feedback.	**Class Evaluation Form**	5 mins

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Appendix D

Fiscal Year 2016 Annual Agency Training Plan

Department of Corrections

WASHINGTON STATE

Annual In-Service Training – FY16

Training and Development Unit

Learning   Performance   A better place to work   A better place to live

Overview

Annual In-Service (AIS) training encompasses a broad range of training topics designed to meet statutory, accreditation, and other departmental requirements. It also exists to provide staff specialized training opportunities designed to enhance existing skills, instill new skills/knowledge, and foster continuing professional development. The goal for this training is to meet the requirements, while creating a meaningful learning experience for staff through knowledge or skill acquisition that helps them better perform their jobs.

This document outlines the mandatory requirements and the AIS based training prioritized for FY 2016 business needs.

Annual In-Service Requirements FY16

The following are the requirements for each staff as indicated by the Organizational/Division Unit and position.

COS/AOD/HQ/CI-HQ/ISRB

AUDIENCE	Course	Hours To Complete	Frequency Required	Format Classroom	On-Line
All staff	DOC Infectious Disease Control FY16	.5	Yearly		X
	WA-State Sexual Harassment	1.5	Every 3 years		X
	WA-State IT Security Awareness Training – Initial Training	<.5	Yearly		X
	DOC Fire Extinguisher FY16	.5	Yearly		X
	DOC PREA Annual FY16	.5	Yearly		X
	DOC Outdoor Heat Exposure FY16	<.5	Yearly		X
	DOC Slip, Trip, and Fall FY16	.5	Yearly		X
	DOC Results DOC & Fundamentals Map FY16	.5	FY 16		X
	DOC Suicide Prevention FY16	2	Yearly	X	
	DOC Emergency Management System HQ FY16	2	Yearly	X	
Health Services	DOC PREA for Health Services Online FY16	.5	Yearly		X

Community Corrections Division

Audience	Course	Hours To Complete	Frequency Required	Format	
				Classroom	On-Line
	DOC Infectious Disease Control FY16	.5	Yearly		X
	WA-State Sexual Harassment	1.5	Every 3 years		X
	WA-State IT Security Awareness Training – Initial Training	<.5	Yearly		X
	DOC Fire Extinguisher FY16	.5	Yearly		X
	DOC PREA Annual FY16	.5	Yearly		X
	DOC Outdoor Heat Exposure FY16	<.5	Yearly		X
	DOC Slip, Trip, and Fall FY16	.5	Yearly		X
	DOC Results DOC & Fundamentals Map FY16	.5	FY 16		X
	DOC Suicide Prevention FY16	2	Yearly	X	
	DOC Emergency Management System CCD FY16	8	Yearly	X	
CO, CCO, CCS, Armed FA & Specialist	DOC Control Impedance Tactics/OC FY16	8	2x yearly	X	
Armed Staff	DOC Firearms Qualification FY16	8	2x yearly	X	
Taser Carrying Staff	DOC EID XP26 TASER	6 (time estimated)	Yearly	X	

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Prison Division/Staff Working in a Prison

Audience	Course	Hours To Complete	Frequency Required	Format	
				Classroom	On-Line
All Staff	DOC Infectious Disease Control FY16	.5	Yearly		X
	WA-State Sexual Harassment	1.5	Every 3 years		X
	WA-State IT Security Awareness Training – Initial Training	.<.5	Yearly		X
	DOC Fire Extinguisher FY16	.5	Yearly		X
	DOC PREA Annual FY16	.5	Yearly		X
	DOC Outdoor Heat Exposure FY16	<.5	Yearly		X
	DOC Slip, Trip, and Fall FY16	.5	Yearly		X
	DOC Results DOC & Fundamentals Map FY16	.5	FY 16		X
	DOC Suicide Prevention FY16	2	Yearly	X	
	DOC Emergency Management System FY16	3	Yearly	X	
	DOC Prison Safety FY16	3	Yearly	X	
Health Services	DOC PREA for Health Services Online FY16	.5	Yearly		X
Custody	DOC Control Impedance Tactics/OC FY16	16	Yearly	X	
	DOC Firearms Qualification FY16	8	Yearly	X	
Transport Staff	DOC EID XP26 TASER	4-6 estimate	Yearly	X	

SERT, ERT, and IRT Members: have additional requirements added to the above courses

Appendix E

KEEPING PRISONS SAFE

Transforming the Corrections Workplace

Cheryl Young   Dan Pacholke   Devon Schrum   Philip Young

SPP

Sustainability in Prisons Project

Many things, having full reference
To one consent, may work contrariously;
As many arrows, loosed several ways,
Fly to one mark; as many ways meet in one town;
As many fresh streams meet in one salt sea;
As many lines close in the dial's center;
So many a thousand actions, once afoot,
End in one purpose, and be all well borne
Without defeat.

—William Shakespeare
King Henry V (Act 1, scene 2)

Contents

About the Authors

Cheryl Young, PhD, has worked in corrections since 1968, with the state systems of Ohio, Illinois and Washington. She has taught at Wilmington College (Ohio), The Ohio State University, Illinois State University, and Peninsula College (Washington). For the Washington Department of Corrections, she designed college accredited programs for staff including: the TIDES Pre-Service Program at Clallam Bay Corrections Center, the statewide STEP program for in-service training, the COACH structured OJT program, the Correctional Worker Core statewide academy, Supervisory Academies, an accredited Corrections Practitioner Instructor certification through the Washington State Board for Community and Technical Colleges, and numerous specialty team academies. For NIC, she designed "Staff Supervision and Leadership." With Philip Young, she co-founded and directed the Department of Corrections/Peninsula College Performance Institute. Her doctorate in Sociology is from The Ohio State University.

Dan Pacholke has worked in the Washington Department of Corrections since 1982, holding every position from Corrections Officer to his current role as Assistant Secretary—Prisons Division. He has been Superintendent at Cedar Creek and Stafford Creek Corrections Centers and the Monroe Correctional Complex. Dan is known for implementing innovative programs in staff education and training and for developing emergency response operations training academies; his statewide emergency response system is still used today. Dan's leadership with the Sustainable Prisons Project and his partnerships with higher education have brought prisons into focus as major community resources. He is widely recognized for innovative prison change and for running safe, humane prisons. He continues to find meaningful ways for inmates to contribute to society and for prisons to be valued members of their communities. His baccalaureate degree is from the Evergreen State College of Washington.

Devon Schrum has worked in the Washington Department of Corrections since 1996. Beginning as support staff, Devon has been Corrections Officer, Sergeant and Grievance. Her experience includes work in multiple institutions (male and female) and at all security levels. She specializes in work with mentally ill and volatile inmates as well as hostage/crisis negotiation and has served on Crisis Negotiation Teams at Washington Corrections Center and the Washington Corrections Center for Women. She teaches for the Negotiator Basic Academy offered by the Federal Bureau of Investigation (Seattle Office) and has served two terms as President for the Western States Hostage Negotiators' Association. As Director of Security—Prisons Division, Devon co-chairs the Statewide Security Advisory Committee. She has been central to development of safety measures and policies implemented since 2011 as well as design and implementation of the Prison Safety Forums, staff accountability systems and Place Safety Musters. Her master's degree in Business Administration is from the University of Phoenix—Tacoma Campus.

Philip Young has worked in corrections since 1973, with the state systems of Ohio, Tennessee, Illinois, and Washington. He has taught at the University of Kansas, Wilmington College (Ohio), Illinois State University, University of Northern Iowa, and Peninsula College (Washington). For the Washington Department of Corrections, he directed the Peninsula College Offender Education Programs for Clallam Bay and Olympic Corrections Centers and served as Acting Statewide Offender Education Program Director. With Cheryl Young, he co-founded and served as the Partnership Administrator for the Department of Corrections/Peninsula College Performance Institute. His previous experience includes two years each as a Peace Corps rural/urban community developer in Turkey, Native American language researcher in the Pacific Northwest and field investigator for education programs, as part of a class action conditions settlement with the Tennessee corrections system. His master's degree in Ethnolinguistic Anthropology is from the University of Kansas.

Additional Publications: Special Project on Staff Safety

Keeping Prisons Safe Field Guide, 2014

Prison Safety Forum Manuals, Handbooks and Facilitation Guide

Safety on the Line: Place Safety

Safety on the Line: Scrubdown

Pocket Guide: Safety on the Line

In-service Modules and Facilitation Guides

Physical Plant Scrubdown

Movement: A Security Routine

My Safety, Your Safety, Place Safety

Place Safety Musters Facilitator Workshop Manual & Materials

Facilitation Guide to Place Safety Musters

Staff Accountability

Offender Accountability

Vulnerability Assessment

Daily Success

Area Movement

Emergency Procedures

Physical Plant Scrubdown

Supervisor's Guide to Place Safety Checklist

Staff Safety: A Report to the Legislature, 2011

Staff Safety: A Report to the Legislature, 2012

Staff Safety: A Report to the Legislature, 2013

Appendix F

Keeping Prisons Safe
Field Guide

A companion resource to Keeping Prisons Safe

STUDE GUIDES EXERCISES ACTIVITIES FACILITATION GUIDES METHODS

Cheryl Young Dan Pacholke Devon Schrum Philip Young

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SPP
Sustainability in Prisons Project

About this Guide

This Field Guide is a companion resource for Keeping Prisons Safe. Materials in this guide are intended to stimulate conversation and invite exploration and discovery of issues important to prison safety. These may be adapted for safety workshops, staff meetings, workplace projects and individual activities. They are organized according to the safety models introduced in Keeping Prisons Safe, suggesting ways to apply the theoretical models to real workplace issues and activities. However, that order should not constrict their use. Many items have multiple applications and can be used in different contexts. Each chapter includes a selection of the following:

Study Guide:
- Chapter summary/outline and overview of suggested practices
- Key concepts and highlights of each safety model
- Discussion questions formulated as topics to explore key points in book with staff

Activities
- Suggested projects and activities suitable for individual experiments or special projects
- Workbooks, checklists, job aids and templates

Exercises
- Purpose, sequence of topics and suggested time frames (where appropriate)
- Facilitation notes
- Sample handouts (if needed)

Facilitation Guides
- Expanded topics that explore critical issues in staff safety
- Facilitator notes and facilitator instructional aids
- Templates and handouts for participant

Methods
- Descriptions/instructions: conducting interviews, structuring conversations, facilitating groups and working with stories
- Suggestions: structuring safety forums, conducting site observations and documenting information, with suggested forms and templates

Statewide Committee Structure (in Chapter 4)
- Suggested structure and practices for a network of safety committees.

Contents

Chapter 1: Personal Safety in Corrections

Understanding and reducing risk due to human error

Contents