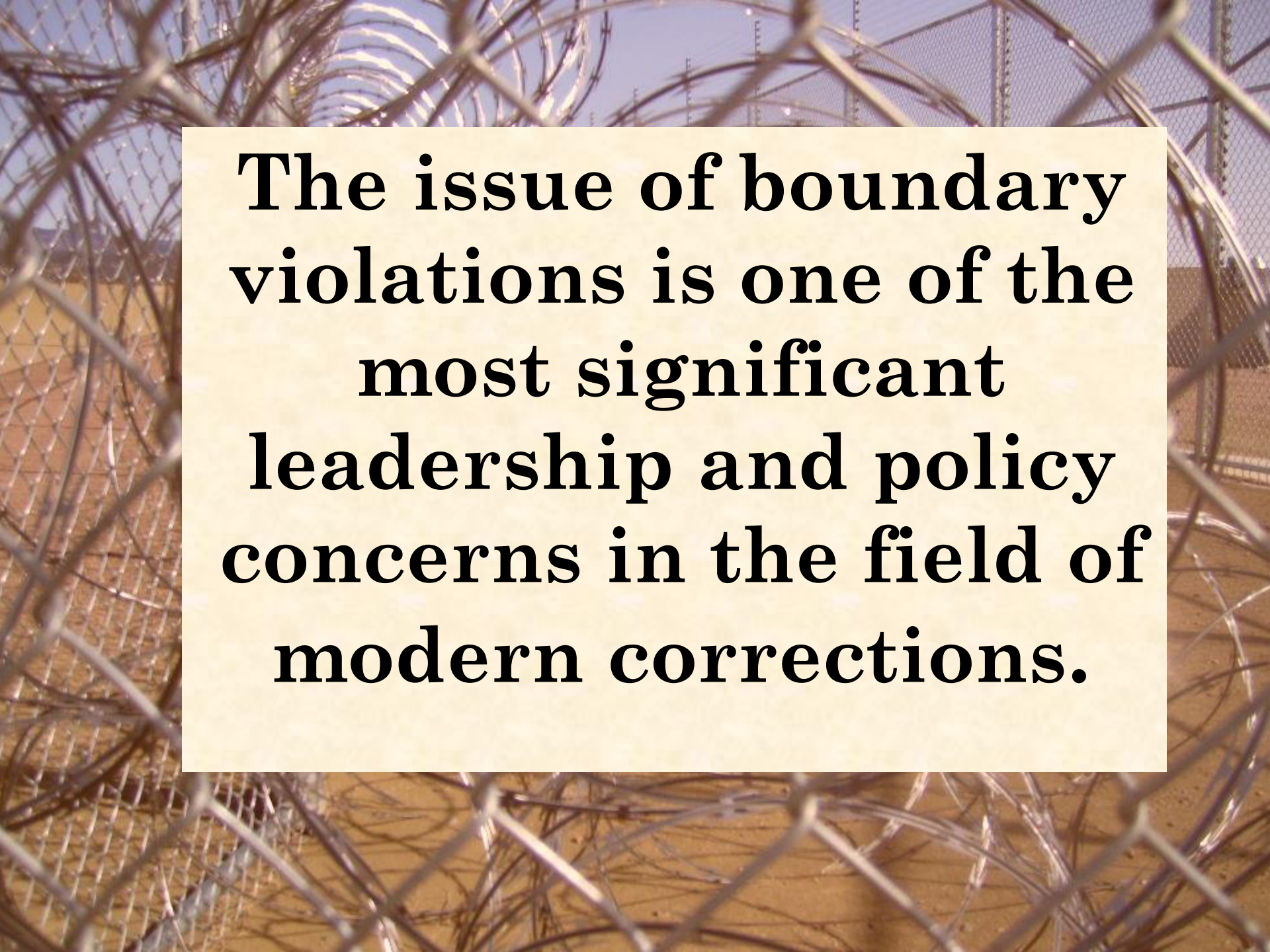




BOUNDARY VIOLATIONS: POWER, CONNECTION AND RESPONSIBILITY

Dr. Susan Jones



The issue of boundary violations is one of the most significant leadership and policy concerns in the field of modern corrections.

HEADLINES

- New York escape – Clinton Correctional Facility
- Kansas – Escapee benefited from outside help!!
- Tennessee – Officer killed as inmate escapes
- Maryland - 13 corrections officers indicted in Maryland, accused of aiding gang's drug scheme.



HEADLINES: OTHER TYPES OF BOUNDARY VIOLATIONS

- Correctional officer, 2 inmates accused of watching porn on cellphone in jail
- Corrections officer accused in drug smuggling operation – into the jail
- Prison Guard brought a cellphone into the women's prison
- Jailer organized gambling inside the jail



STAND IF...



GUERINO AND BECK (2011) PROVIDED A
SUMMARY OF DATA COLLECTED FROM
ADULT CORRECTIONAL AUTHORITIES, FOR
THE YEARS 2007-2008.

This report examined the number of inmates that were sexually victimized, either by other inmates or by staff. They found that 46% of all substantiated incidents of sexual victimization involved staff with inmates and of that number, 61% involved female employees.



FEMALE EMPLOYEES
AND
MALE INMATES



ATTITUDE SHIFT

Judge

Hurt

Anger

Disbelief

Determined



✓ Individual Choice

✓ Inmate Manipulation



IS THIS JUST
ABOUT
HIRING THE
WRONG
PERSON?



WHO?

- 25 years - casemanager
- 8 years – administrative assistant
- 2 years - officer
- 6 months – mental health worker
- 10 years - captain
- 20 years – lieutenant
- 3 years – food service sergeant
- 8 years- teacher
- 6 months - officer



WHO?

- Bachelor's degree in criminal justice
- High school diploma
- Grew up in a corrections family
- Master's in counseling
- Associate degree in criminal justice
- Prior law enforcement work
- Prior corrections work
- Prior military experience



DISSERTATION

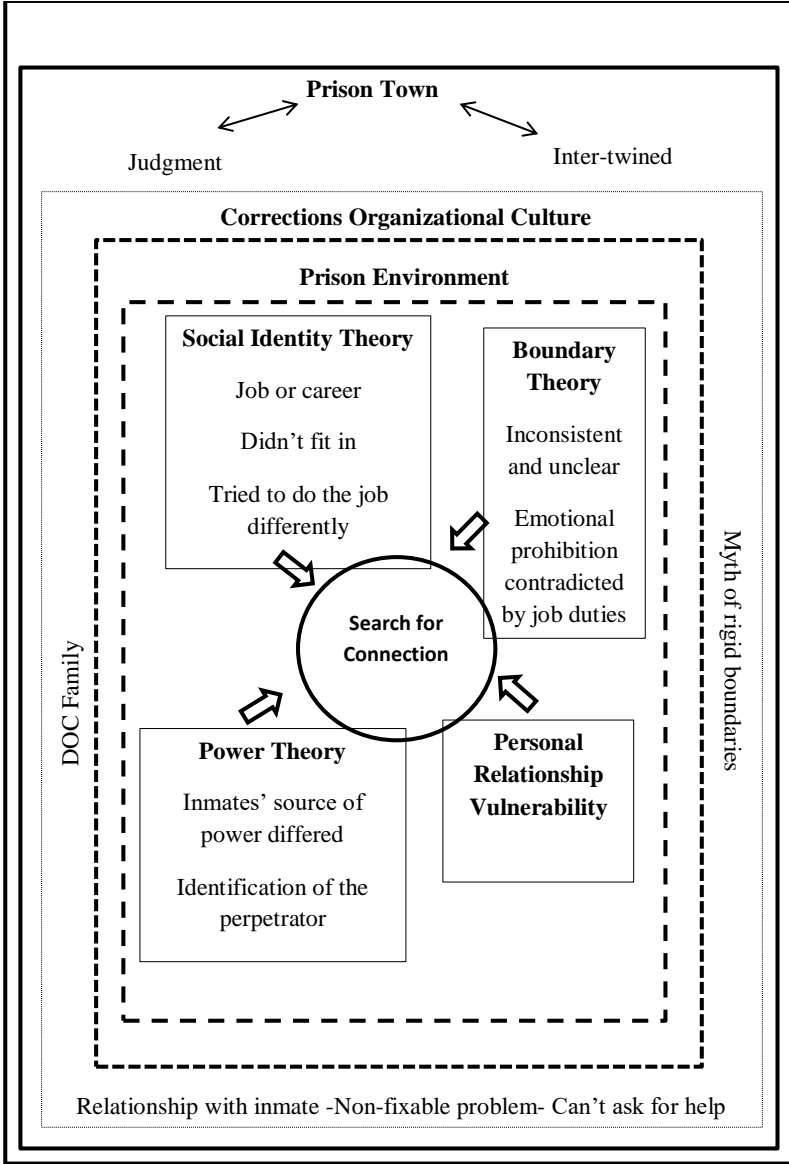
- **A Portrait of Boundary Violations: Former Female Employees of Corrections Who Have Established a Relationship With an Inmate**
- **University of Colorado, Colorado Springs**



BOUNDARY VIOLATION MODEL

- Created based on my research and work experience





Prison Town

The term prison town refers to something more than a town that happens to have a prison. This prison town is a place that has a culture and a history that is woven into the town so much so that the history of the prison is inseparable from the history of the community.



Prison Town

Corrections organizational
culture

Myth of rigid
boundaries

Inmate relationships -
Non-fixable
problem- can't ask for
help

DOC Family

Prison Environment



Social Identity

Didn't fit in



A FORMER EMPLOYEE TOLD ME...

- She was not like me..
- She was too nice to work in the prison



- Recent article – Corrections One:
- We cling to old traditions and practices. Rites of passage, even in the job place, which leave coworkers to fend for themselves until they have proven themselves to be “worthy” of being included



Boundaries

Inconsistent and unclear



SKYES

○ Culture of
Reciprocity



Power

Inmates' source of power
differed



RECENT NEW YORK ESCAPE:

- NBC News, on July 29, 2015:
- “In May, she (Mitchell) said, Matt (inmate who later escaped) asked her to perform oral sex and she did, **out of fear. . .**”



WHO IS THE PERPETRATOR?

- “Each case is reviewed on a case by case basis and many times the employee involved is not seen as a perpetrator or a sexual predator.”- District Attorney



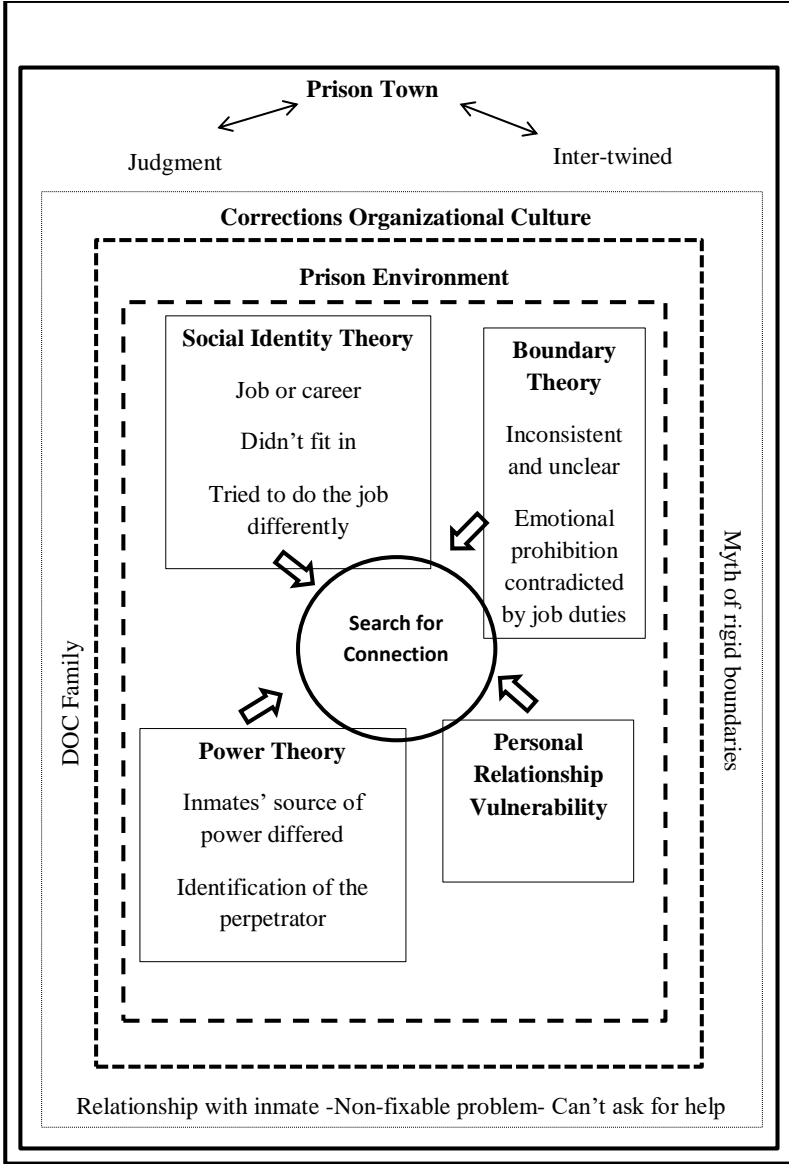
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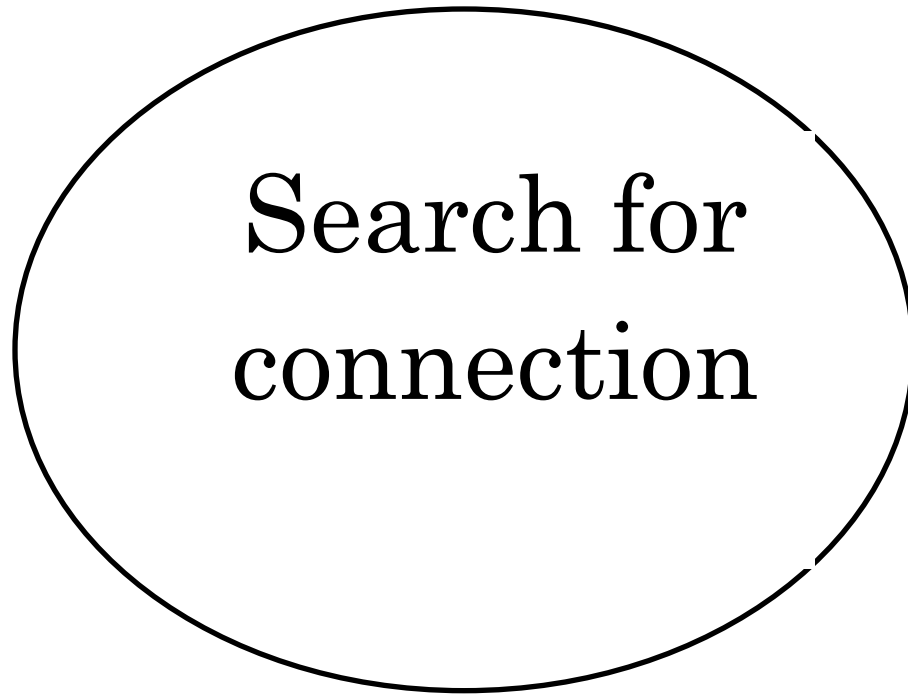
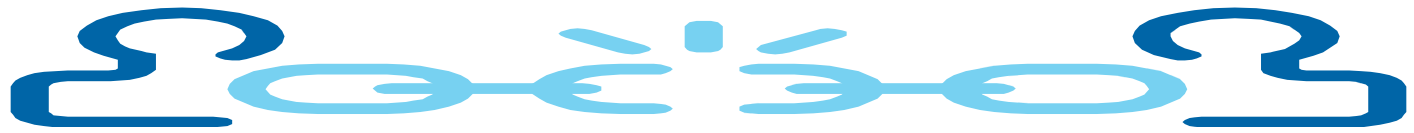
- Weigh the risk of future offenses
- Threat to the community



Personal
relationship
vulnerability





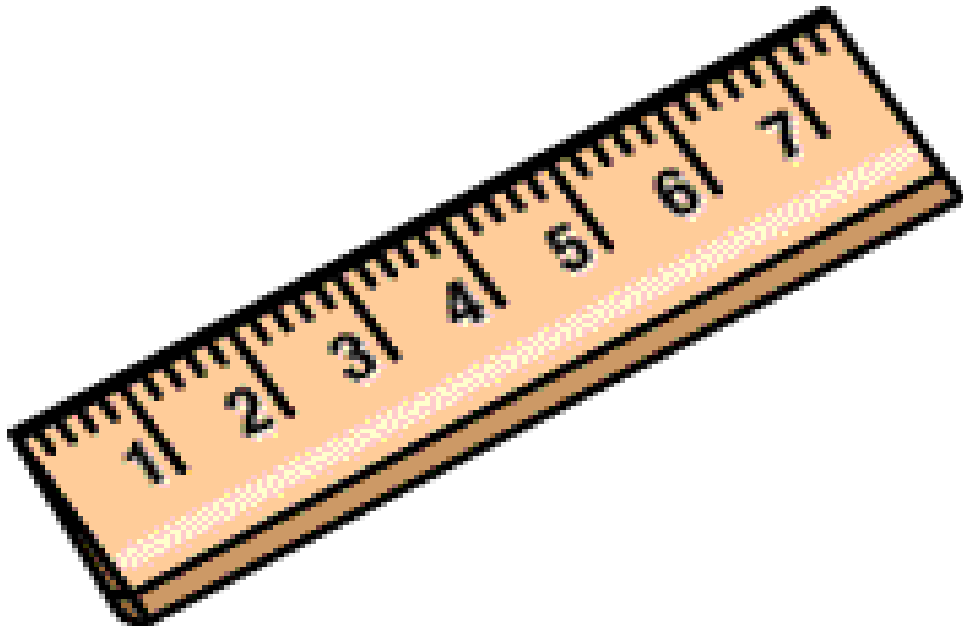


MOVED TOWARD SOMETHING

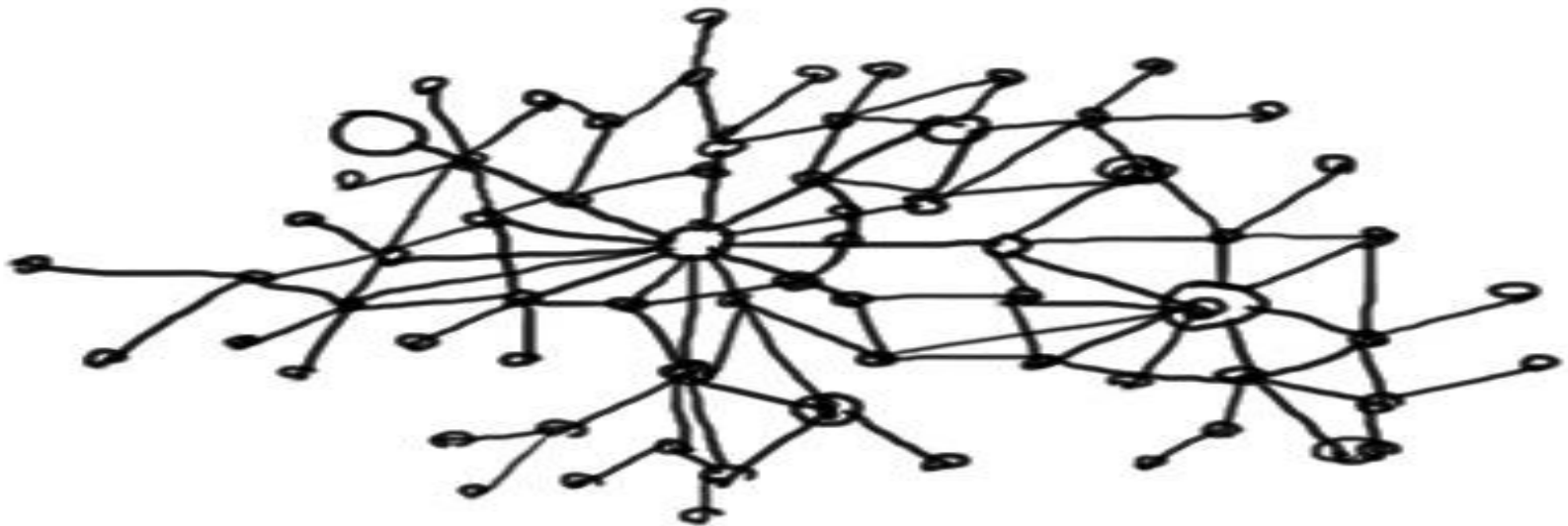


PROPINQUITY

- the physical proximity and functional distance between people



POWER AND CONNECTION ?



ORGANIZATIONAL IMPLICATIONS

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



CODE OF CONDUCT

- A code of conduct that provides **general guidance** regarding behavior, including interactions between coworkers and interactions with inmates, is needed.
- It must be applicable to the **variation in boundaries** within the correctional facilities so that employees can make informed decisions in the variety of work environments that they will find themselves.



TRAINING/PREPARATION

- Preparing employees for an environment in which they may be manipulated by inmates is important, but the **actual human connections** that exist within correctional facilities between inmates and employees must be acknowledged and discussed.



WHAT WE HAVE TRIED

- Scare
- Threaten
- Ridicule
- Real life examples
- Just the facts
- Scenario practice
- Role play
- Mentorship



WHAT TRAINING WORKS?

- Need to research approaches to training to measure the effectiveness in reducing boundary violations.



POSTS/SCHEDULES

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



ROTATION

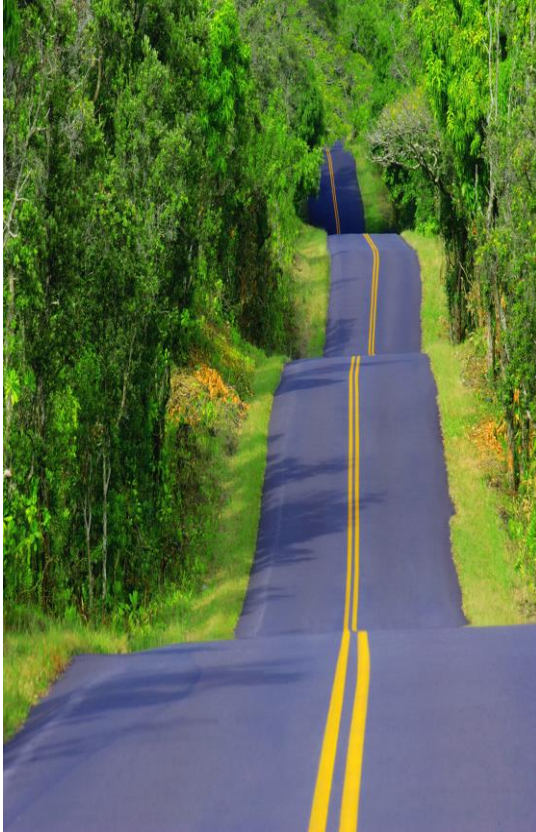
- Rotate Staff
- Rotate Inmates



STAND IF...



OPEN DISCUSSION



- Open Discussion about boundary crossings and violations- many successful employees have crossed a boundary!
- Lets talk about it and learn from it!



CULTURE

- Learn from it... not just gossip about it



CO WORKERS RESPONSIBILITIES

- Risk?
- They are intent upon self destruction and I don't want to get in their way.



ASKING FOR HELP MUST BE A REAL OPTION





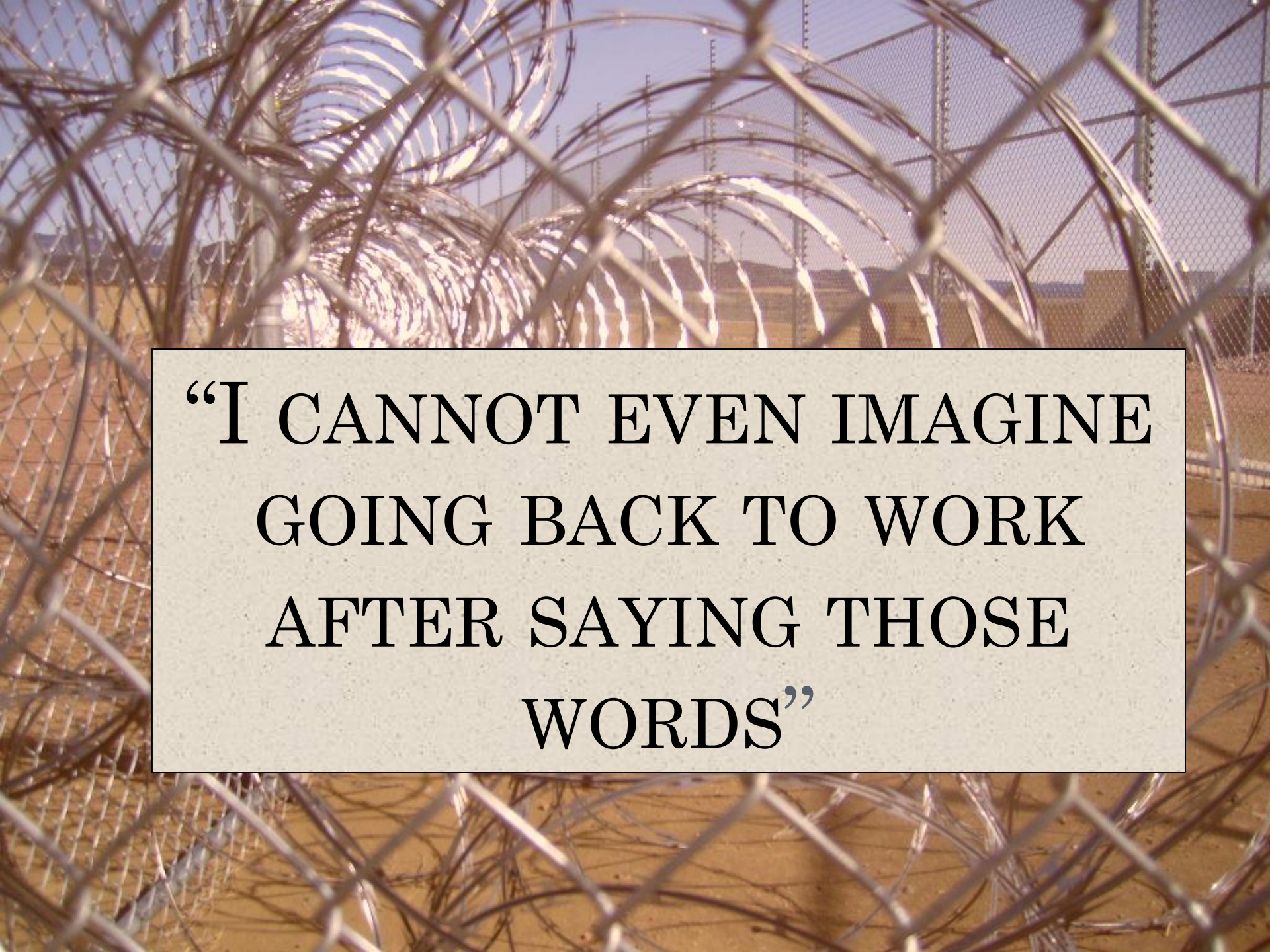
LEAD BY
EXAMPLE- WHAT
MISTAKES HAVE
YOU MADE...

STEP OUT
ON THAT
LEDGE....



**“THEY STILL HAVEN’T
FORGIVEN ME!”**





**“I CANNOT EVEN IMAGINE
GOING BACK TO WORK
AFTER SAYING THOSE
WORDS”**

WE CANNOT CONTINUE TO ATTRIBUTE
THIS ENTIRE ISSUE TO INDIVIDUAL
FAILURE

