

**THE JAIL AS A
PART OF COUNTY
GOVERNMENT**

PARTICIPANT WORKBOOK



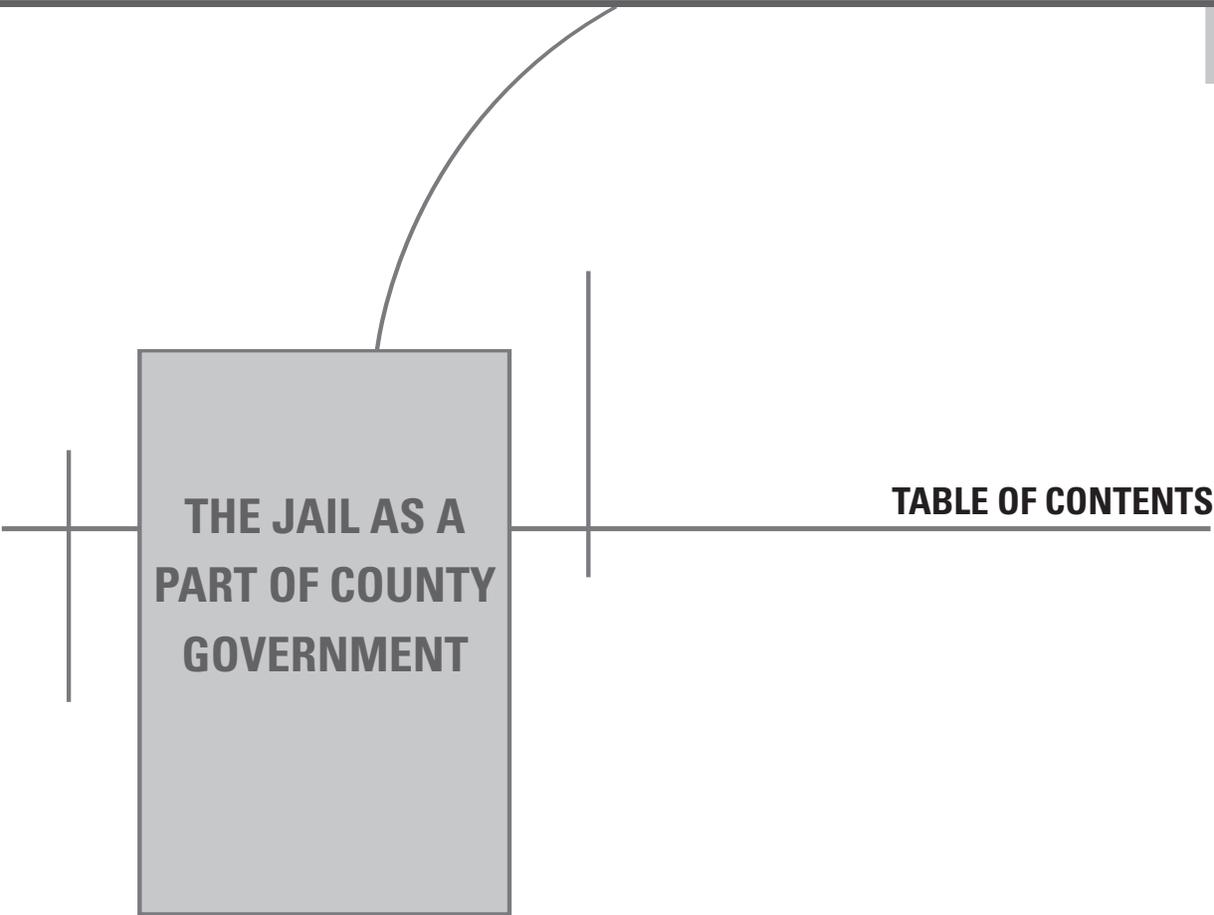
**THE JAIL AS A
PART OF COUNTY
GOVERNMENT**



National Institute of Corrections – Jails Division

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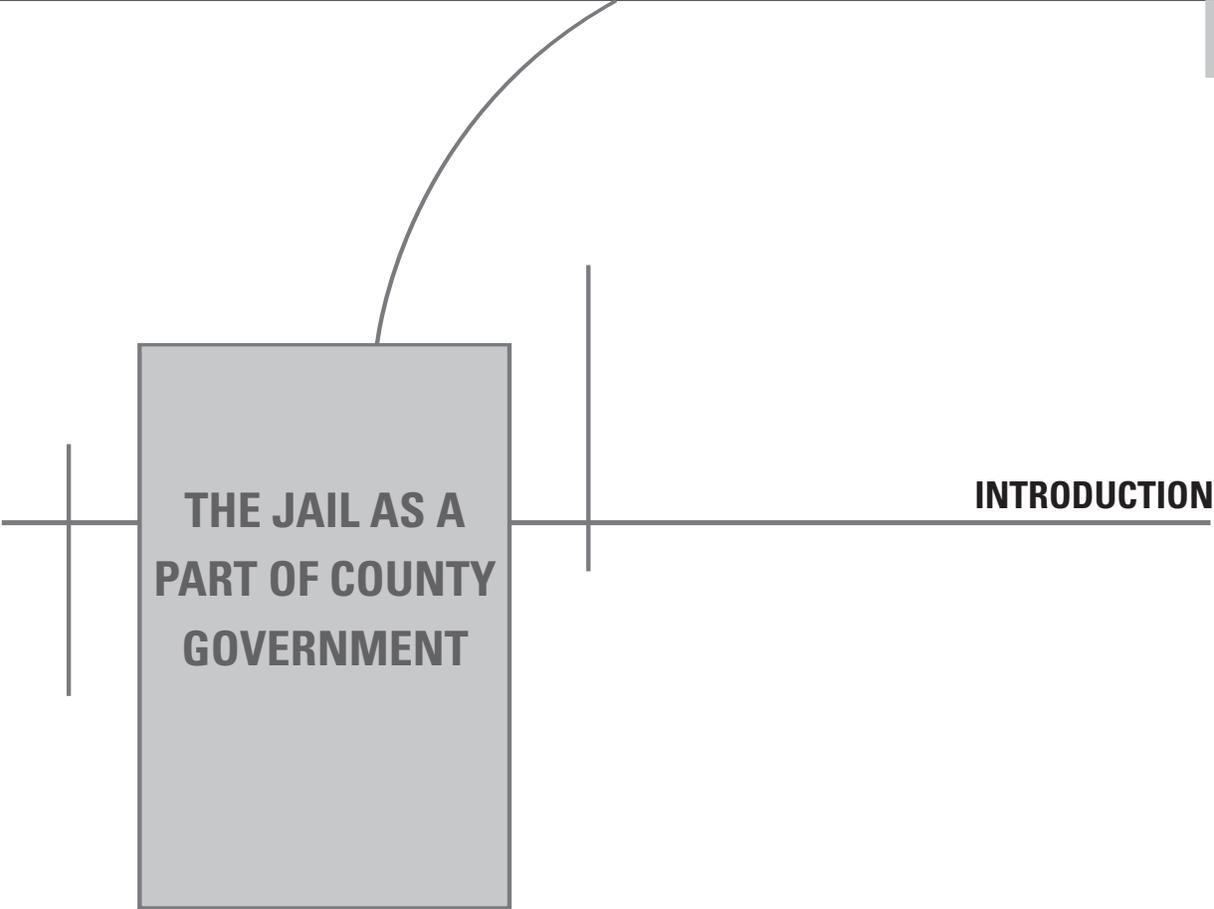
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**THE JAIL AS A
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THE JAIL AS A PART OF COUNTY GOVERNMENT

INTRODUCTION

The jail occupies a unique and pivotal role in our society. It is a key component of the criminal justice system and the local community, yet jail policy and funding decision-makers often don't truly understand its purpose. Decision-makers often find themselves at odds over budget, staffing, and operational issues as they determine priorities based upon their unique perspectives about the role of the jail. Compounding the situation is the high liability nature of incarceration and the potential adverse consequences of failing to operate the jail in a constitutional manner.

This three-day program is designed to:

- Increase the awareness of county officials about the role of the jail in the local criminal justice system, as a component of county government, and as part of the community.
- Increase the knowledge and understanding of county officials about jail liability issues and the essential elements of effective jail operations.
- Build cooperation and collaboration among key jail policy and funding decision-makers in addressing jail issues.

PROGRAM GOALS

The goals of this program are to:

- Encourage a better understanding of who is held in the jail and the extent to which the jail is able to serve local criminal justice needs;
- Provide an overview of potential liability for those who fund, manage and operate jails;
- Provide guidance to participants in the development of plans to assess and eliminate or manage risks that expose their jurisdictions to potential liability;
- Provide an overview of the local political process and its impact on jails;
- Provide an overview of the essential elements of effective jail operations;
- Emphasize the importance of adequate staffing and explain a process for assessing staffing needs;
- Examine the dynamics of group interaction and conflict management and use these findings to enhance working relationships;
- Identify and analyze at least one current problem or issue which impacts their jail and develop strategies for resolution and change through the action planning process.

TRAINING PROGRAM SPONSOR:

National Institute of Corrections (NIC)

The National Institute of Corrections is an agency housed within the U.S. Department of Justice that was established to provide leadership, training, and technical assistance to the field of corrections.

NIC ORGANIZATIONAL STRUCTURE

NIC is divided into five primary divisions:

- Offender Workforce Development Division
- Community Corrections/Prisons
- Jails
- Academy
- Information Center

The Jail as a Part of County Government training program is sponsored by the NIC Jail's Division.

NIC JAILS DIVISION SERVICES

The NIC Jails Division provides services to improve the management and operation of jails throughout the U.S. and its commonwealths and territories. Its primary constituency consists of more than 3,000 county jails as well as regional jails, state operated jails, large city jails, and Indian Country jails.

Assistance to jails takes place through training, technical assistance, publication development, and the sharing of information:

- The Jails Division provides training to local jail administrators and staff as well as other local officials. Workshops are held at NIC's training facilities in Longmont, Colorado, at jurisdictions nationwide, and at national conferences.
- The Division provides technical assistance addressing topics of concern to individual agencies or jurisdictions. (See overview of NIC technical assistance.)
- The Division has developed a variety of resource materials addressing issues of concern to jail practitioners. Many can be downloaded in PDF format from the NIC web site. (See Jails Publications.)

For more information about Jails Division assistance, see the NIC Service Plan, available in downloadable PDF form on the web site.

NIC INFORMATION CENTER RESOURCES

The NIC Information Center was created to assist correctional policymakers, practitioners, elected officials, and others interested in corrections issues. It maintains a collection of the most current materials available in corrections and related fields, including unpublished materials developed by federal, state, and local agencies. Center staff have professional experience in corrections and are available to discuss specific information needs and provide personal research assistance on request. All services are provided at no charge.

Major topics addressed in NIC Jails Division

- Jail administration
- Inmate supervision and management
- Mentally ill inmates in jails
- New jail planning
- Educating local officials and the community about jails

NIC Web Site

In addition to information on training and technical assistance and access to the NIC Information Center, the NIC Web site, www.nicic.org, offers the following resources:

- A searchable database of more than 1,200 publications developed by NIC or with NIC funding. Publications can be downloaded or ordered through the online Help Desk.
- Access to agency news and updates and to corrections news.
- Links to pages devoted to current NIC initiatives.

NIC Corrections Online Community

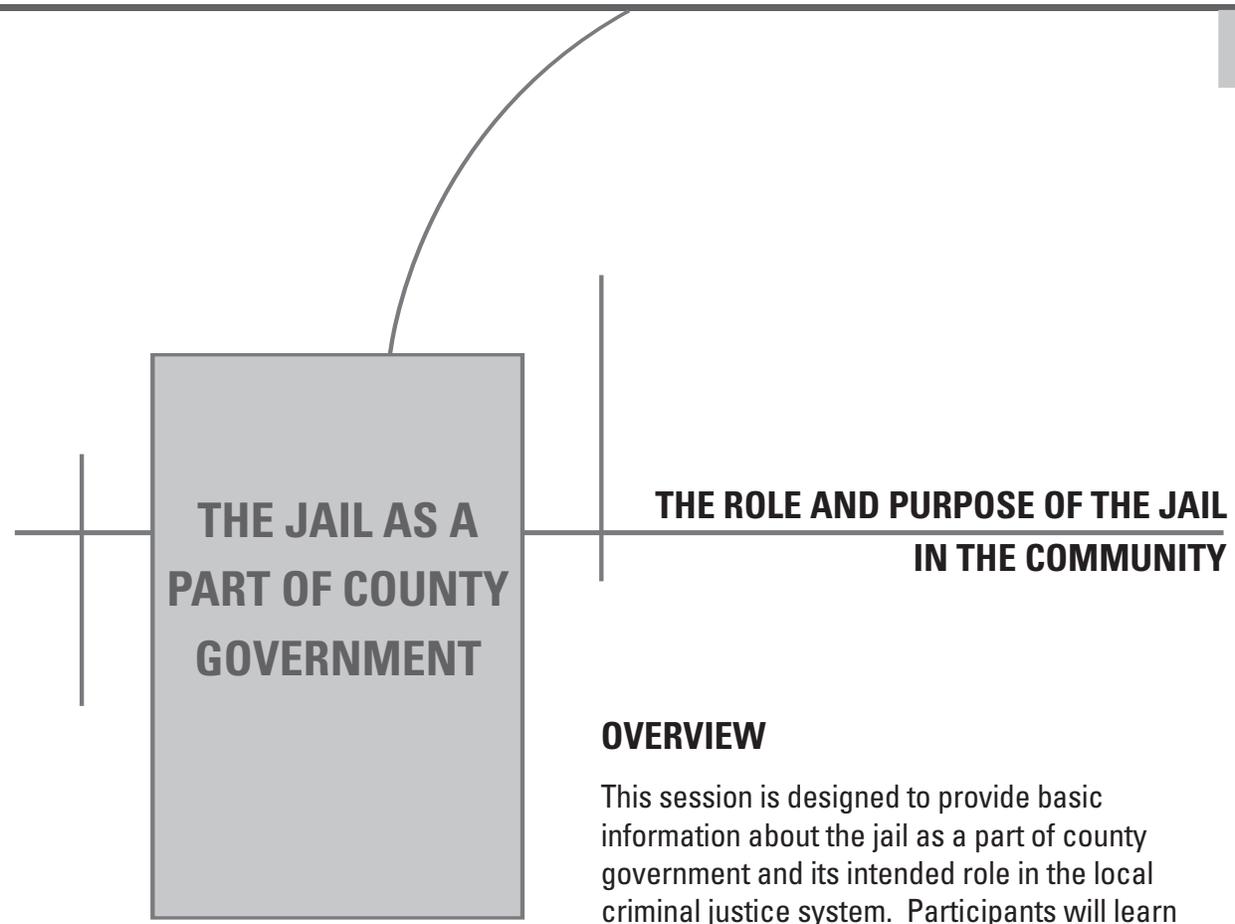
Corrections practitioners, policy makers, and researchers have a new way to work together, share information, and stay current in their profession. The Corrections Community Web site, <http://community.nicic.org/> (also accessible through the agency's main Web site, www.nicic.org), offers three venues for interaction and collaboration:

- **Corrections News/Blogs:** NIC experts deliver relevant and current corrections and criminal justice news and information through online news columns (blogs). Members can share their thoughts on the news and stay current through e-mail alerts and other subscription tools.
- **Discussion Forums:** Public and private forums covering a wide variety of topics offer participants a way to get answers from fellow professionals. Public forums are moderated and open to everyone; private forums are restricted to specific groups that require a higher level of security and privacy.
- **Shared Files:** Members can upload their own files to share and browse through the public file library to locate material that others have shared.

Membership is free and provides instant access to all of the public forums and the opportunity to request access to the private and secure forums.

NIC Information Center

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asknicic@nicic.org | <http://www.nicic.org>



THE JAIL AS A PART OF COUNTY GOVERNMENT

THE ROLE AND PURPOSE OF THE JAIL IN THE COMMUNITY

OVERVIEW

This session is designed to provide basic information about the jail as a part of county government and its intended role in the local criminal justice system. Participants will learn that local decisions about the purpose of the jail

affect the composition of the jail population and the demand for jail beds. Having access to good data about who is in jail and why they are there is a key to actively managing what local officials determine to be the appropriate the use of the jail.

Within their county teams, participants will have the opportunity to assess the role of the jail in their respective communities and how well it is fulfilling the needs of the local criminal justice system. The county teams will also have an opportunity to discuss, in broad terms, the characteristics of the jail population in their respective communities and how that matches up with their perception of the role and purpose of the jail.

OBJECTIVES

At the end of this module, participants will be able to:

- Assess the role of the their jail in the community and determine the extent to which it serves the needs of the local justice system; and
- Identify inmate population characteristics that influence jail operations and bed space demand

ROLE OF THE JAIL CHECKLIST

Place a check mark in the box by each type of detainee that your jail currently holds. For the boxes checked, rate how well the jail is able to meet the criminal justice system’s need to house these detainees: (1-5)

- ___ Temporarily holds new arrestees for law enforcement pending arraignment or release on bond
- ___ Holds accused persons while awaiting trial, conviction, or sentencing
- ___ Temporarily holds juveniles taken into custody pending transfer to juvenile authorities
- ___ Holds accused or convicted juveniles charged or convicted as adults
- ___ Holds accused probation, parole, and bail-bond violators pending revocation proceedings
- ___ Holds mentally ill persons who are a danger to themselves or others until they can be evaluated and referred for treatment
- ___ Holds intoxicated persons who become violent and assaultive or who may be destroying property until they become sober and in control of behavior
- ___ Holds the drunk driver so they will not continue to drive while still impaired
- ___ Holds persons accused of domestic violence
- ___ Holds persons for the military, for protective custody, and material witnesses
- ___ Holds persons found in contempt of court; for failure-to-appear; failure to pay fines or restitution, non-payment of child support, failure to comply with release conditions
- ___ Temporarily holds illegal aliens for the Immigration Service
- ___ Temporarily holds inmates being transported through the jurisdiction who require an overnight stay
- ___ Holds convicted offenders awaiting transfer to state or federal institutions
- ___ Holds convicted offenders as a jail sentence
- ___ Holds inmates backed up in the jail due to overcrowding in state institutions
- ___ Holds offenders as a sanction for probation or parole violations
- ___ Holds detainees and offenders from other jurisdictions under contract
- ___ Other? _____
- ___ _____
- ___ _____

For the boxes not checked, how are these needs being met?

(e.g. contract with neighboring jails; use community alternatives; currently no needs in this area, needs are not being met, etc.)

For those types rated low, why is the jail not currently meeting those needs very well?

What is your role in administration of the jail?

DISCUSSION QUESTIONS

Who is in Your Jail?

- Consider the following discussion questions
- Share your perceptions of the characteristics of your jail population

What are the characteristics of the inmates in your facility? (age, gender, residency, offense severity, etc.)

Why are they there? (new arrest, sentence, awaiting transfer, protective custody, no other options, etc.)

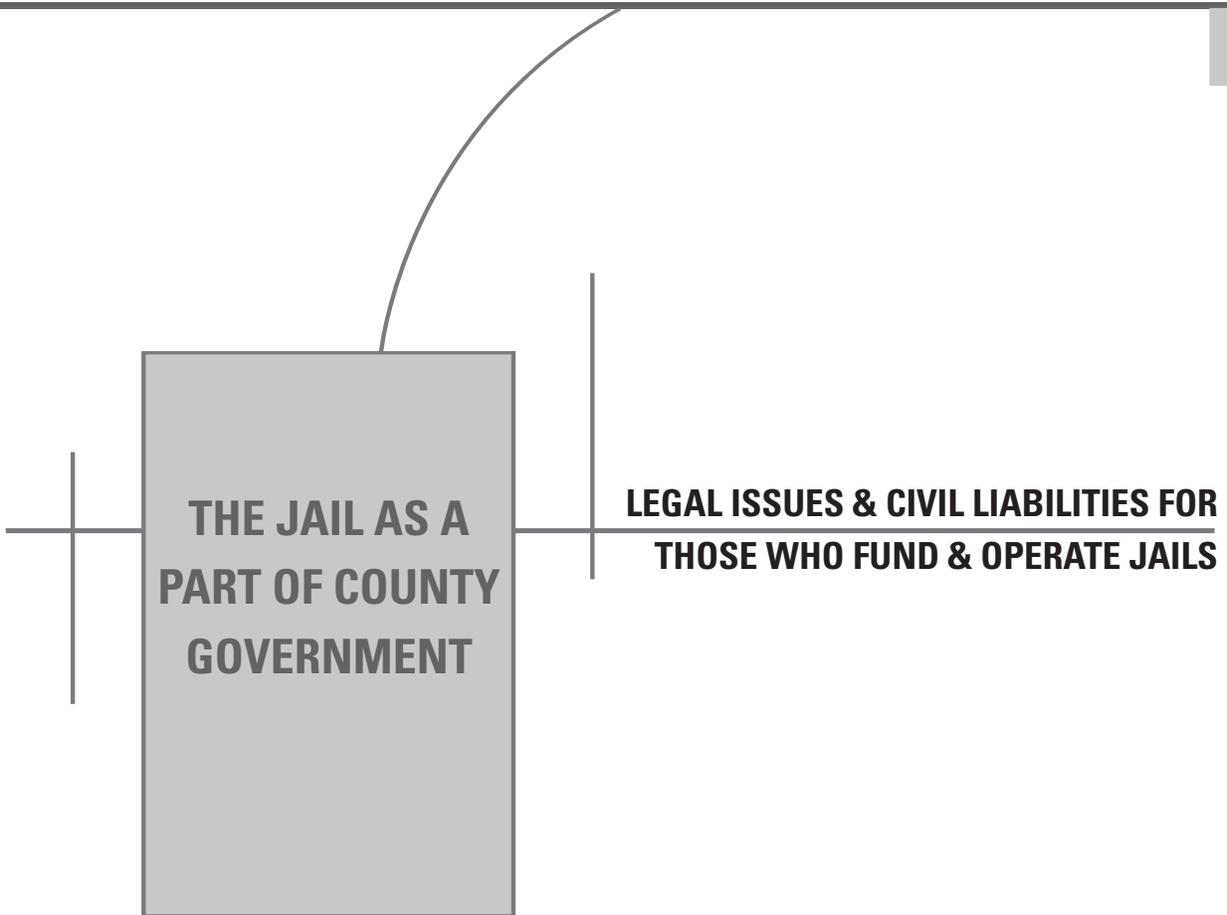
What risk do they present? (offense severity/type, prior offenses, behavior history, mental status, etc.)

What are their needs? (medical issues, mental health issues, addiction issues, education, employment/life skills issues, etc.)

What problems do they present and how can we manage them?

COUNTY TEAM ASSESSMENT CHECKLIST

- Does your county have a detailed mission statement that describes the purpose of your jail?
- If so, does the actual use of the jail correspond with its intended role and purpose?
- Is accurate data available to regularly monitor the jail population to assure appropriate use of the jail?
- Is your current jail meeting the needs of the local criminal justice system?
- Are inadequacies in the jail adversely affecting the effective functioning of the local criminal justice system?



OVERVIEW

Those who fund and administer local jails should be familiar with the legal requirements that impact jail operations and facilities. Over the past 20-30 years jails have increasingly become the target of litigation challenging practices and conditions. Today, there is a body of clearly established law that addresses nearly every aspect of the jail. Failure to meet these legal requirements in operating the jail or providing necessary resources can expose local officials and the jurisdiction to liability.

This session is designed to serve two purposes. First, it provides the participants with a legal update. This legal update covers current legal issues affecting jail management; trends in jail litigation; personnel issues; and recent court rulings. Resources available to the participants that allow them to remain current on jail-related legal issues and court cases are also presented.

The second portion of this session deals with the issue of civil liability. Participants will learn about civil liability in general and how it applies to those who fund, operate and supervise jail facilities. Liability reduction strategies techniques for participants to use to audit their facility for potential liability problems are presented.

OBJECTIVES

At the end of this module, participants will be able to:

- Describe the potential liability for those who fund and operate county jails;
- Identify constitutional concerns and issues involving jails;
- Describe programs and policies that reduce liability risks;
- Identify emerging liability trends and issues concerning jails;
- Understand personnel issues relative to liability, training, and proper documentation;
- Analyze a scenario for liability and identify liability reduction strategies.

HISTORY OF ADULT JAILS IN COUNTY GOVERNMENT

What makes prisons different from jails?

- Prisons
 - Hold mostly convicted felons
 - Generally serve longer sentences
 - Committed to state rather than local custody
- Jails:
 - Pretrial detainees
 - Sentenced misdemeanants – usually less than one year
 - Jail as a condition of felony probation
 - Probation, parole violators, extradition and those in transit
 - Hold state inmates due to contract or crowding
 - Contract to hold inmates from other jurisdictions
 - Occasional “civil cases,” i.e. contempt
 - Run by local governments, usually counties, sometimes by cities or joint powers agreements

Various options for the administration of local jails.

- Sheriff
- Corrections administrator
- Hybrid
 - Sheriff runs pre-trial facility
 - Sentenced facility or community corrections agency run by appointed administrator

NOTES

BASIS FOR LITIGATION

42 US Code, Section 1983

- Eighth amendment claims
 - Cruel and unusual punishment
 - Usually for sentenced prisoners
- Fourteenth amendment claims
 - Due process claims
 - Often for pretrial detainees and sometimes sentenced prisoners
 - Substantive v. procedural due process claims

State tort claims

- Intentional torts
 - Examples include assault, false imprisonment
- Negligence
 - Breach of duty of due care which causes injury to another

Statutory violations

- State laws
 - Many states have specific statutes on jail operations which have a civil sanction remedy
- Federal laws
 - Such as Americans With Disabilities Act (ADA) and employment related laws directed at rights of staff

NOTES

Sexual harassment issues

- Staff on staff
 - Co-workers
 - Supervisors
- Staff on inmates (42 U.S.C. § 1983 violation) and the issue of Hostile Work Environment
- Inmates on staff and the issue of cross gender supervision
 - Hostile environment
 - Gender as a bona fide occupational qualification

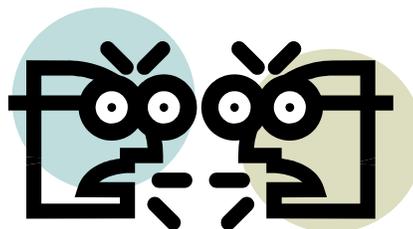
Inadequate mental health care

- Treated much the same as medical care
- Involuntary medications
- Releasing the mentally ill inmate

Assaults by inmates

- There is a duty to protect from inmate assaults
- Legal standard is one of deliberate indifference
- Classification methods to reduce violence risk

NOTES



Other conditions of confinement issues

- ADA applies to correctional facilities
- Physical plant issues
- Programming issues

Discipline systems

- Due process requirements
- Procedures and notice

First amendment issues

- Religion - services, diet, etc.
 - Religious Freedoms Restoration Act eliminated by U.S. Supreme Court decision in 1996
 - Reasonable restrictions which are non-discriminatory are generally permissible
- Freedom of speech

Failure to train and/or supervise staff

Liability if:

- Failure to train is based upon policy, custom or practice of deliberate indifference

NOTES



Fourth amendment issues

- Search of cells
- Telephone monitoring
 - Notice is important
 - No expectation of privacy
- Review of the mail
 - Non-privileged mail can be reviewed
 - Distinguish between review and censorship

Reprisal claims

- Professionalism is the cure
- Can have more going for them than underlying claim

LIABILITY AND LITIGATION RELATING TO STAFF ISSUES

- Sexual harassment
- Federal Labor Law Issues
 - Americans with Disabilities Act
 - Fair Labor Standards Act
 - Family Medical Leave Act
- Other discrimination issues

NOTES

SMALL GROUP EXERCISE

The Case of Mr. Brock

Mr. Brock was a 62 year old man jailed in Tennessee during a summer hot spell. On arrival he was in good health. He was not considered dangerous or violent.

While Mr. Brock was in jail, his health deteriorated. Temperatures during the days in the jail reached 110 degrees. Night time temperatures remained in the 103 to 104 degree range. The humidity was very high and was made worse by inmates running cold showers in attempts to cool the cell area. The sheriff ignored a nurse’s recommendation that a fan be put in front of Mr. Brock’s cell, even though the sheriff knew Mr. Brock was having trouble breathing.

One night Mr. Brock became delirious. The officer on duty was notified by inmates, but he said he could do nothing because he was the only officer on duty. At 5 AM, Mr. Brock collapsed. He was eventually moved to a hallway, but nearly two hours passed before he was taken to a hospital, without ever having been given first aid by anyone at the jail. Diagnosed as suffering from heatstroke, Mr. Brock died several days later.

Prior to Mr. Brock’s death, the jail had been criticized by state inspectors several times for its poor cooling and ventilation, among other problems. The sheriff had asked for funds to improve conditions, perhaps to install an air conditioning unit for the ducts already in place in the jail. But county commissioners had denied the request for budget reasons.

Read the scenario and respond these questions in your small group:

- What are the key issues or problems?
- What steps should have been taken to avoid the situation from occurring?

NOTES

REDUCING LITIGATION COSTS AND LIABILITY EXPOSURE

The exhaustion requirements of the Prison Litigation Reform Act

- Have a grievance system in place
 - Your grievance system must operate in a timely and fair manner
 - Monitor your response time
 - Monitor the substance of responses and keep those records in writing
 - In responding, discuss your policy and procedure, do not cite the law unless you have reviewed the matter with counsel or are highly confident in the strength of your position

Summary judgment or dismissal based upon qualified immunity

Strategies to secure early end to litigation:

- Qualified immunity
- Injunctive relief

Defenses that usually don't work

- "Just following orders"
- Lack of money or other resources
- Ignorance of the law or legal requirements

NOTES

OTHER PRACTICE POINTERS AND LEGAL DEFENSIVE TACTICS

Policies and procedures

- Have formal policies and procedures on legal, operational and “philosophical” issues
- Keep policies and procedures current
- Have legal advisor review policies and procedures
- Distribute to staff and train

Staff training

- Train on techniques and applications
- Train on “legal issues,” at least to raise consciousness

Documentation

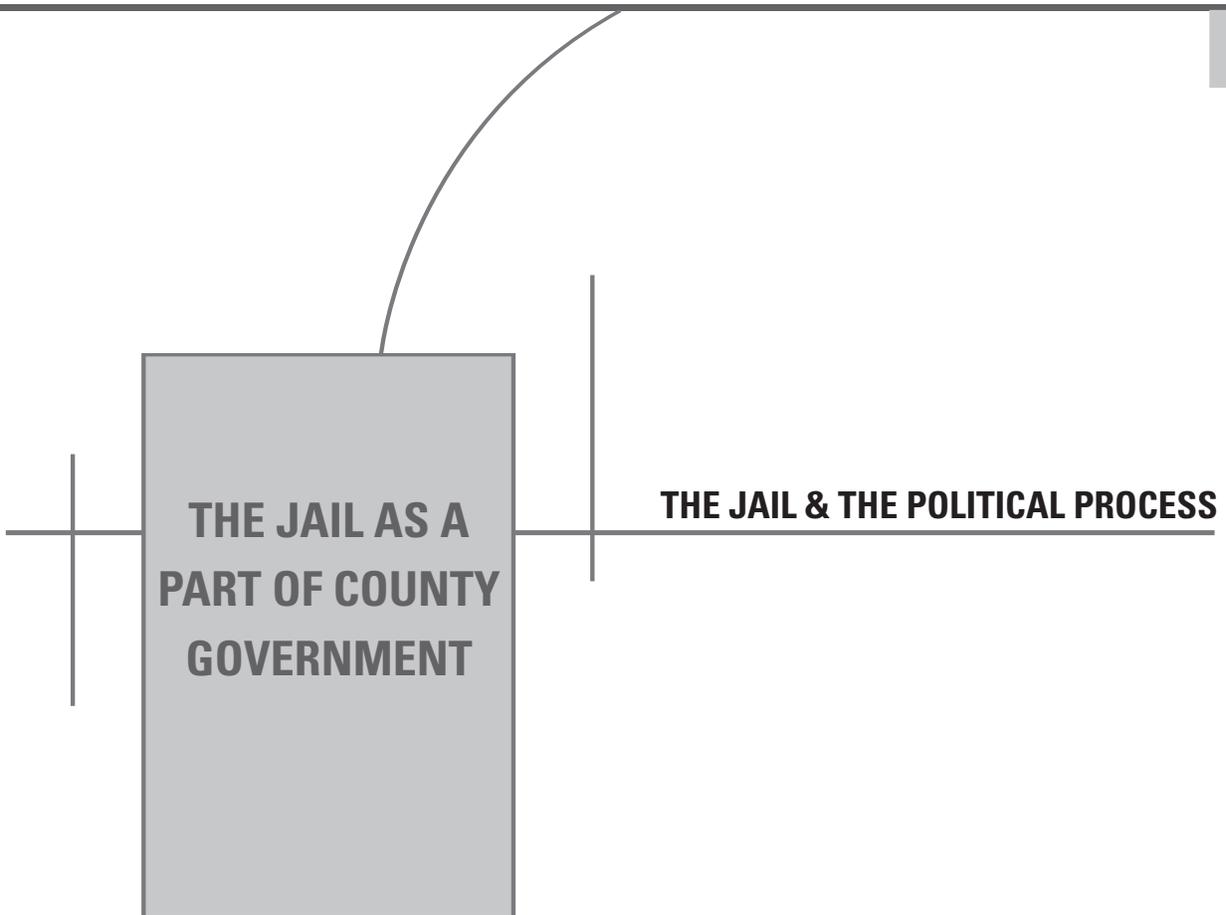
- Train staff on what and how to document for events
 - Written reports
 - Photographs, video, etc.
- Maintain documentation on policies and procedures
- Policy option documentation-placing responsibility where the legal authority lies

Other documentation issues

- Records retention
- Statute of Limitations
- Open records or Public Records Laws
- Personnel Documentation
 - Federal requirements for laws like the ADA
 - Training, discipline and related documentation

COUNTY TEAM ASSESSMENT CHECKLIST

- Do the conditions and practices in your facility meet current legal requirements?
- Have you developed and implemented a comprehensive risk management plan to eliminate or reduce hazards in the jail?
- Do you have a means of keeping up with trends in case law and “best practice”?
- Do you have a policy and procedure manual written specifically for your jail? It is reviewed and updated annually?
- Do you have a strategy for providing active supervision of staff?
- Are staff adequately trained in both legal requirements and operational practices?
- Do you keep comprehensive documentation covering all areas of jail operations?



OVERVIEW

The jail, like most other functions of local government, operates within the context of a political environment. Funding and support for the jail are often heavily influenced by stakeholders and special interest groups. Jail officials need to understand the nature of this influence and utilize strategies to assure that these influences impact the jail in a positive way.

This session is designed to give the participants a brief overview of the political process and its impact on jails. The session begins with a brief discussion of jails, politics and political action groups. The focus of the discussion then narrows to the specific topics of stakeholders and special interest groups. These groups and their influence on jail operations and funding are addressed. The discussion also explains how jail officials can use the interest/influence of stakeholders and special interest groups to their advantage. The impact of the jail on stakeholders and special interest groups is also addressed. A portion of this session is also used to discuss the media and techniques for dealing with controversial issues or political opposition.

OBJECTIVES

At the end of this module, participants will be able to:

- Identify the key stakeholders who influence the jail operations;
- Identify special interest groups that may impact jail operations and funding;
- Link key jail issues to the appropriate special interest groups;
- List three methods for dealing with political opposition;
- Identify key jail information or issues that affect elected officials.

CASE STUDY

The Boulder Experience

- Share the problem
- Recognize the external forces
- Involve the special interests
- The problem becomes a community responsibility

EXERCISE #1

Stakeholders and special interest groups

- Who are the Jail Stakeholders?
- Who are the Special Interest Groups that may impact jail operations and funding?

Instructions

- Identify the variety of detention facility users and other persons who influence detention facility operations and conditions.
- Group members are assigned the task of identifying all persons or groups who influence the detention facility because of their interest or their position in the community. The group should assign points to each person or group that totals 100 points.
- Groups are allowed 20 minutes to make their list. Each group should write their results on a flipchart and assign one member to report out to the large group.

STAKEHOLDERS AND SPECIAL INTEREST GROUPS

Person or group

Points assigned

EXERCISE #2

Strategies for influencing special interest groups

Instructions

- Select three important interest groups
- List 3 methods for dealing with the political opposition or gaining the support of the three groups
- Identify key jail information or issues that affect elected officials

STRATEGIES FOR INFLUENCING SPECIAL INTEREST GROUPS

Interest Group #1

1. _____

2. _____

3. _____

Interest Group #2

1. _____

2. _____

3. _____

Interest Group #3

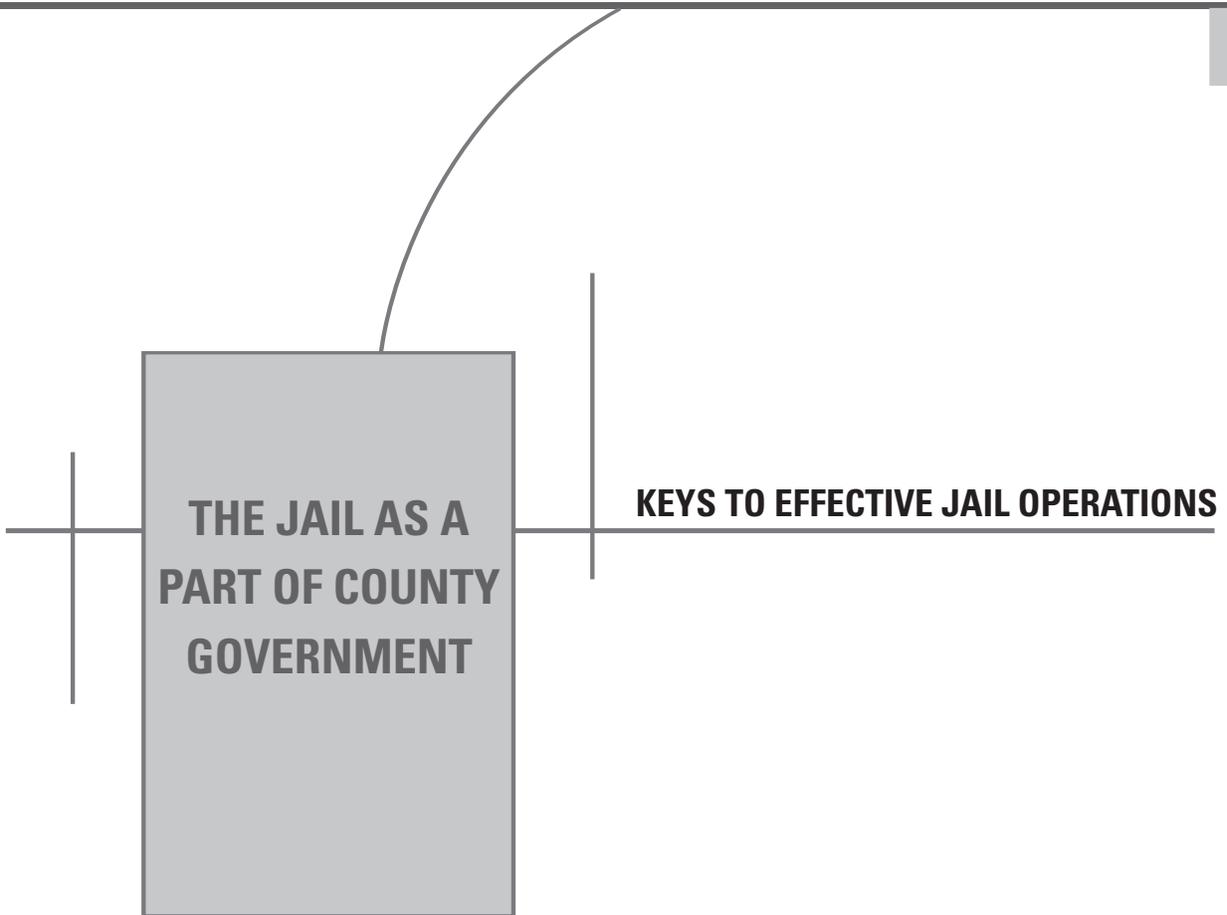
1. _____

2. _____

3. _____

COUNTY TEAM ASSESSMENT CHECKLIST

- Have you identified the important stakeholders in your community that influence the use of the jail and the resources available to it?
- Have you identified the special interest groups within the community who either support or oppose adequate funding for the jail?
- Do you know who you can count on for support and who may be opposed to efforts to provide adequate resources for the jail?
- Do you have a plan for working with these stakeholders and special interest groups?
- Do you have a plan for communicating and working with the media?



OVERVIEW

This session provides an overview of the ten keys to effective jail operations: 1) adequate staffing levels; 2) well-trained and supervised staff; 3) written policies and procedures that are kept current; 4) an effective, documented classification process; 5) effective supervision of inmates; 6) an adequate level of inmate programs and services; 7) fair treatment of inmates; 8) adequate bed space capacity; 9) compliance with standards and codes; and 10) a safe, clean, and well-maintained physical environment.

Participants will discuss the characteristics that make the jail unique among local government's responsibilities and how the key elements respond to those unique characteristics. The critical issues and the problems addressed by each of the ten keys will be presented. Participants will relate the key elements to their own jail operations and complete a checklist to assess their situation in relation to key jail performance indicators.

OBJECTIVES

At the end of this module, participants will be able to:

- Identify the 10 key elements of effective jail operations essential to the legal and professional management of the county jail;
- Identify the techniques, methods and strategies for incorporating the key elements into the operation and management of the jail;
- Understand the respective roles of the sheriff, count board members, and jail administrators with regards to jail operations and management;
- In county teams, assess the status of their own jail's operations with regard to the 10 key elements.

UNITED STATES JAIL POPULATION**1985-2004**

Jail Populations		
<u>1985</u>	<u>2004</u>	Change
256,000	713,990	+179%

Incarceration Rate per 100,000

<u>1985</u>	<u>2004</u>	
108	243	1 in every 36 persons in the US is under some form of correctional supervision

JUSTICE SYSTEM EXPENDITURES**Overall expenditures 1982 – 2001**

1982	\$36 Billion
2001	\$167 Billion

State & local expenditures 1977-2001

Overall	+485%
Police	+470%
Judicial/Legal	+1766%
Corrections	+1101%

Other government expenditures 1977-2001

Education	+448%
Hospitals/health	+482%
Public Welfare	+617%

Local governments 1982-2001

Overall	+298%
Police	+258%
Justice/Legal	+321%
Corrections	+455%

PROBLEMS THAT HAVE HISTORICALLY PLAGUED JAILS...

- Assaults and other violence
- Suicides and suicide attempts
- Escapes
- Inmate/inmate sexual assaults
- Vandalism
- Unsanitary conditions and facility in disrepair
- Availability of contraband and weapons
- High incidence of lawsuits and inmate grievances
- Crowded conditions with facilities exceeding design and/or rated capacity
- Disruptive behavior and inmate disregard for jail rules
- Poor staff morale and high turnover rate
- Excessive use of sick leave by staff
- High incidence of staff injury and Workmen's Compensation claims
- Staff sexual misconduct
- Claims of excessive use of force by staff
- A jail climate and environment that is hostile and unhealthy for staff, inmates and visitors

TEN KEY ELEMENTS OF EFFECTIVE JAIL OPERATIONS

Characteristics of jails that have eliminated or minimized many of these problems include the following key elements...

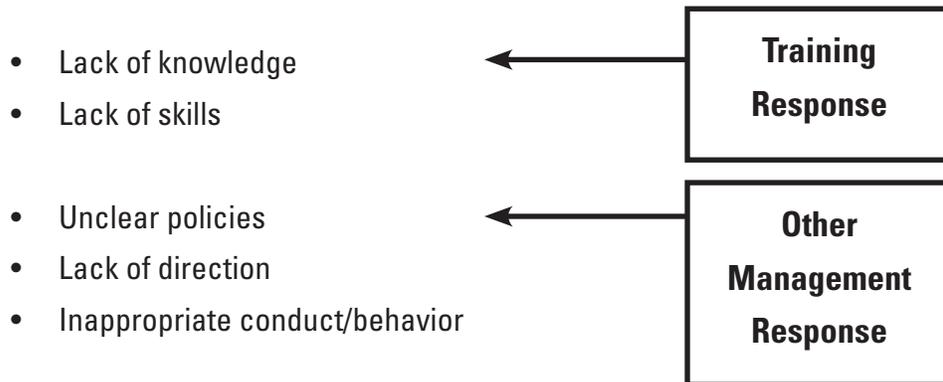
1. Adequate staffing levels
2. Well-trained & supervised staff
3. Current, written operational directives
4. A systematic & documented inmate classification process
5. Effective supervision of inmates
6. Adequate level of inmate services and programs
7. Fair treatment of inmates
8. Adequate bed-space capacity
9. Compliance with standards, regulations, and codes
10. A safe, clean, and well-maintained physical environment

Benefits of staff training...

- So staff know what they are supposed to do while on duty and how to do it
- So staff know how to operate jail equipment
- To avoid having inmates escape, harm themselves, staff or each other
- So staff do things like we want them done
- So staff will follow policies and procedures
- To avoid liability
- Promote officer self-confidence and professionalism

Poor performance or inappropriate behavior...

Is it a training or management issue?



NOTES

Recommendations for jail officials...

- Use local community resources
 - Mental health
 - Drug and substance abuse
 - Fire department/inspector
 - Police department
 - EMS
 - Local college
- Use expertise on staff for the majority of training
- Have a formal training budget

Training is the cheapest way to solve many of your potential liability problems in the jail!

It's cheap insurance!

NOTES



KEY ELEMENT # 3

CURRENT WRITTEN OPERATIONAL DIRECTIVES

Includes...

- Policies and procedures
- Post orders

Current written operational directives provide...

- Clear direction to staff on operations
- The basis for on-the-job staff training
- Protection for the county against liability when individual acts can be shown to be outside these written directives

Post orders provide...

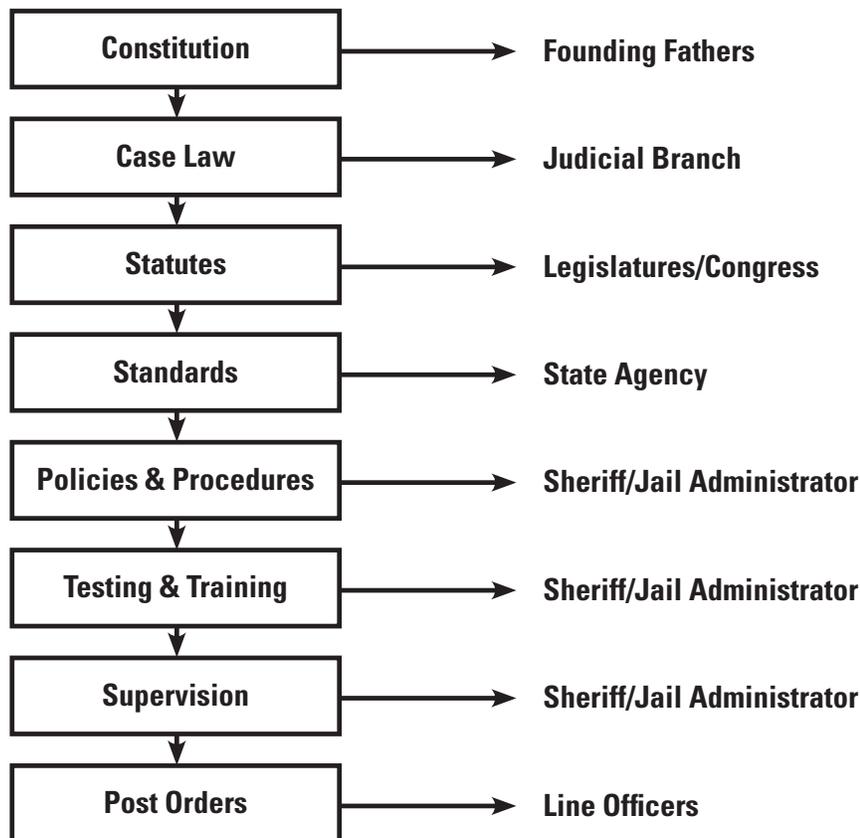
- A detailed list of tasks for a specific location
- Schedule for when they are to be done
- Assigned responsibility for who should do them

NOTES

Impact: Availability of Policy and Procedures on Jail Operational Problems

Problems With...	Have P&P	No P&P	Diff.
Law suits	39%	67%	+28
Escapes	38%	63%	+25
Suicides/Attempts	62%	75%	+13
Damage to jail property	76%	89%	+13
Untrained staff	31%	44%	+13
Fires	23%	33%	+10
Staff shortages	59%	67%	+8
Contraband passage	60%	67%	+7
Assaults/attacks on staff	30%	33%	+3

Transfer of Authority Model



Recommendations for jail officials

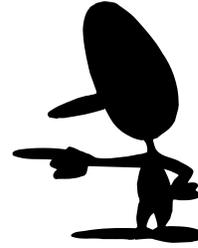
- Maintain a written policy and procedures manual tailored to their facility that is...
 - Updated annually
 - Reviewed by agency legal counsel
- Establish post orders for each duty post in the jail
- Provide training for staff in the policies and procedures
- Implement a means to verify that policies and procedures are being followed

NOTES



KEY ELEMENT #5
EFFECTIVE SUPERVISION OF INMATES

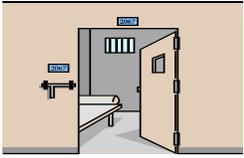
Inmate supervision is the primary function of the jail!



Goal of an Inmate Supervision Plan

The basic goal of the inmate supervision plan is to control inmate behavior such that it meets *our* needs and *our* expectations – to ensure inmate behavior conforms to institutional norms.

**Buildings Contain
Behavior**



**People Control
Behavior**

NOTES

Poor inmate management equals...

- High levels of violence
- High levels of vandalism
- High levels of litigation
- Suicides
- Jail fires
- Assaults on staff
- Inmate disregard for rules
- Unsanitary conditions
- Introduction of dangerous contraband
- Escapes

Liability Basis

“Failure to Protect”

Forces the need to actively and continuously supervise inmates

NOTES



Potential “Deep Pocket” Liability

- Inmate on inmate Assault
- Suicide
- Escape
- Jail fire
- Other injury/death issues

There is no such thing as a “Budgetary Defense”!

How do inmates respond to unsafe surroundings?

How do staff respond to unsafe surroundings?

KEY ELEMENT #6

ADEQUATE LEVEL OF INMATE SERVICES AND PROGRAMS

Inmates have a fundamental right to basic services essential to their health and well-being such as...

- Food services
- Medical and mental health care services
- Clothing and bedding
- Personal hygiene and grooming
- Laundry
- Visitation, mail and telephone services
- Exercise

Although not a right, programs help inmates...

- Stay productively occupied
- Reduce stress
- Learn useful job skills
- Deal with substance abuse problems
- Improve their spiritual and mental well-being
- Change anti-social behavior
- Leave the jail better prepared to be a contributing member of the community

NOTES

KEY ELEMENT #7

FAIR AND EQUITABLE TREATMENT OF INMATES

Jails tend to have fewer problems when the boundaries of behavior are clear and inmates have a sense that they are treated fairly and consistently.

Fundamental fairness is assured through:

- Inmate discipline process
- Inmate grievance process

Inmate Discipline Process

Discipline is...

- Ongoing correction of undesirable behavior
- Coaching to improve marginal behavior
- Positive reinforcement of good behavior
- Consistent enforcement of the rules

Inmate Grievance Process

The inmate grievance process provides inmates an avenue to air and resolve grievances when they believe they have not been treated fairly.

Unresolved grievances often result in...

- Inmates using other less desirable ways to get staff's attention
- Disturbances and disruptive behavior

NOTES

KEY ELEMENT #8

ADEQUATE BED-SPACE CAPACITY

The impact of overcrowding on jails...

- Compromises in classification
- Reduced levels of security (too few staff for too many inmates)
- Increases in violence, tension and availability of contraband
- Overloaded programs and services
- Deterioration in levels of sanitation and maintenance

The impact of overcrowding on local jurisdictions...

- Increased litigation
- Reluctance to incarcerate
- Higher costs for transporting and boarding inmates in other facilities
- Threatens public safety

Recommendations for jail officials

- Make key decision-makers aware of crowding problems
- Reach agreement with key decision-makers on the capacity of the jail
- Work collaboratively to keep population within agreed-upon limits
- Establish internal and external management strategies when bed-space demand exceeds available capacity

NOTES

KEY ELEMENT #9

COMPLIANCE WITH STANDARDS, REGULATIONS, AND CODES

May include...

- State jail standards
- Professional standards (ACA)
- Fire and life safety codes
- Health and sanitation codes
- Workplace safety regulations (OSHA)
- Building codes

Benefits of standards

- Provide clearly defined guidelines based upon case law and good practice
- Promote consistent management
- Provide for the safety and well-being of jail occupants (inmates, staff, visitors, etc.)
- Reduce jail's exposure to liability

Recommendations for jail officials

- Be aware of all statutes, standards, rules and codes that impact the jail
- Operate the jail in accordance with applicable standards
- Promptly correct deficiencies identified by inspection authorities
- Establish an internal system to monitor compliance with standards on an ongoing basis

NOTES

JAIL EFFECTIVENESS INDICATORS

Effectiveness indicators represent a measure of the overall functioning of the facility in terms of security, safety, health, inmate behavior, and program participation. Indicators such as these may be used to identify concerns in key areas directly related to the mission of the jail and to track changes over time.

Security

- Number of escapes from the facility.
- Number of searches or incidents where weapons, drugs or other illegal items were discovered.
- All staff trained and tested in CPR, first aid, all facility emergency and evacuation procedures.

Safety

- Number and type of accidents where injury to inmates or staff occurred.
- Number and type of Workman's Compensation claims.
- Number and type of incidents involving inmates assaulting other inmates.
- Number and type of incidents involving inmates assaulting staff.
- Number and type of substantiated incidents of staff misconduct.
- Number and type of documented incidents of staff "use of force."
- Fire code violations discovered during annual fire inspections that present significant safety risks.
- Number of incidents where the classification system is compromised and inmates are housed inappropriately.

Health

- Number and type of medical emergencies involving inmates (trips to emergency room, emergency response by medical professionals to facility, etc.).
- Number and type of sick call requests.
- Number and type of doctor visits.
- Number and type of hospitalizations of inmates.
- Number and type of suicides/suicide attempts.
- Number and type of inmate deaths due to other causes.
- Health code violations discovered during inspections.

Inmate Behavior

- Number and type of major inmate rule violations and disciplinary hearings.
- Number and type of reports of vandalism or destruction of facility property by inmates and repair costs.
- Number and type of inmates charged with new crimes while incarcerated.
- Number and type of inmate grievances upheld.

Program Participation

- Number of inmates attending GED classes/completing GED.
- Number of inmates participating in Work Release/
- Percent of inmates (on average) participating in education programs, religious services, self-help programs, recreation, substance abuse, counseling, etc.

EXERCISE

ASSESSMENT OF JAIL OPERATIONS

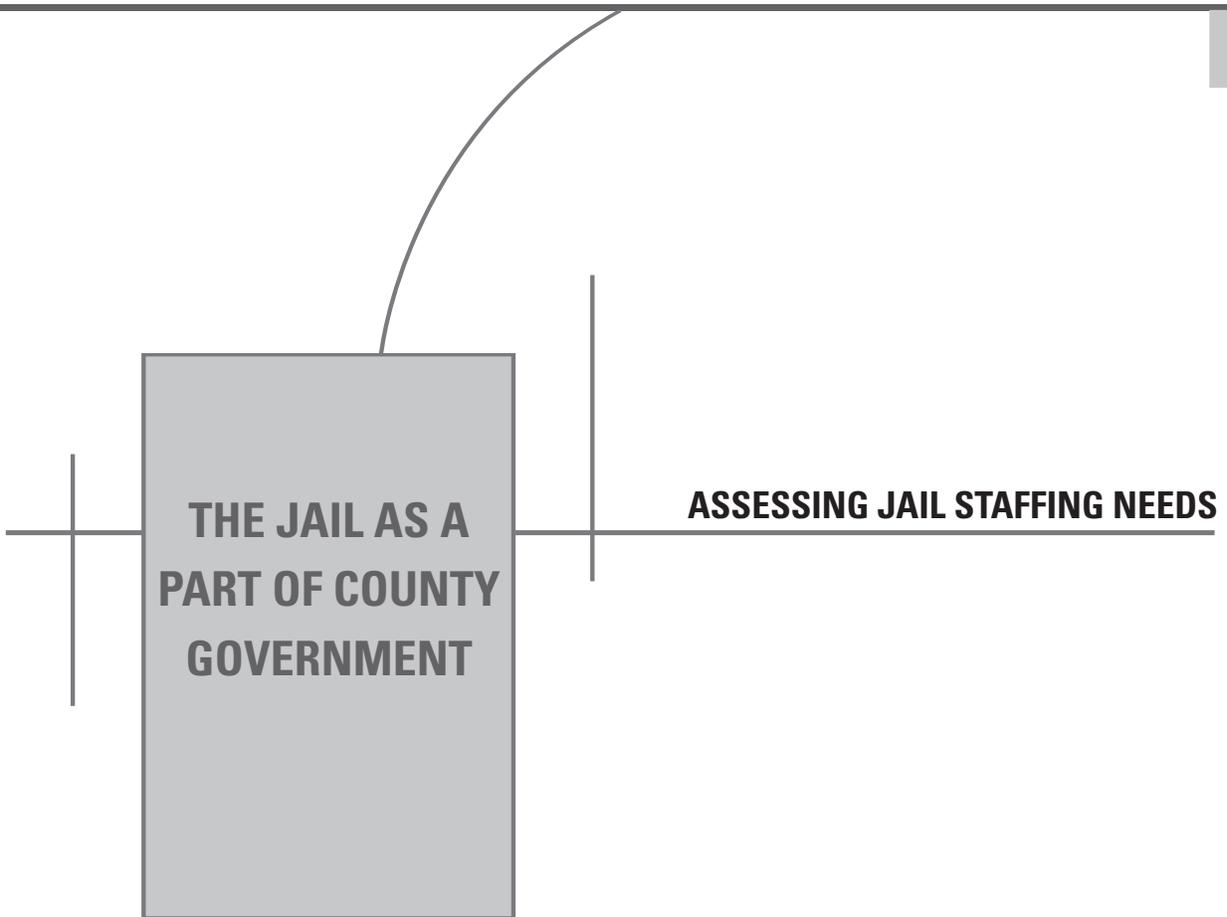
Instructions

Using the assessment checklist provided, county teams are to discuss jail operations in their own jurisdiction in relation to the key elements just presented. Teams should pay special attention to the inmate supervision issues using the jail effectiveness indicators listed above. The instructor will call upon 2-3 teams to share the results of their discussion.

NOTES

COUNTY TEAM ASSESSMENT CHECKLIST

- Is your jail in compliance with relevant standards, codes, and regulations?
- Does your jail have sufficient capacity (with appropriate separation of inmate classifications) to meet community needs?
- Does your jail provide a safe, clean, and healthy environment for both inmates and staff?
- Does your jail have a current, written policy and procedures manual?
- Does your jail have an effective, documented classification system to determine custody level, housing, and program participation for inmates?
- Does your staff receive adequate training for the duties they are assigned?
- Does your jail have a written staffing plan?
- Do current staffing levels provide for full coverage of posts, active supervision of inmates, and performance of all other essential jail functions?



OVERVIEW

A major focus of this module will be on assessing staffing needs in jails. Participants will learn what constitutes "adequate staffing" and why it is so critical to effective jail operations. The instructor will lead the participants in a discussion that highlights the magnitude of duties and functions for which jail staff are responsible. A process for analyzing staffing requirements will be presented. Participants will use the tools and information presented in a staffing analysis exercise where they will calculate the Net Annual Work Hours for a job classification, develop a staff coverage plan, and estimate a personnel budget based upon a hypothetical jail situation provided. The goal is to help the participants understand the process, not to develop specific skills.

OBJECTIVES

At the end of this module, participants will be able to:

- Identify the factors that drive adequate staffing needs
- Review the NIC 10-step staffing analysis process
- Calculate net annual work hours
- Develop a minimum facility post coverage plan
- Participate in a staffing plan exercise applying the NIC 10-step staffing analysis process
- Describe the budget implications of staffing
- List three action steps for addressing staffing needs in each respective jurisdiction
- Identify the rationale and methods of maintaining an adequate jail staffing allocation

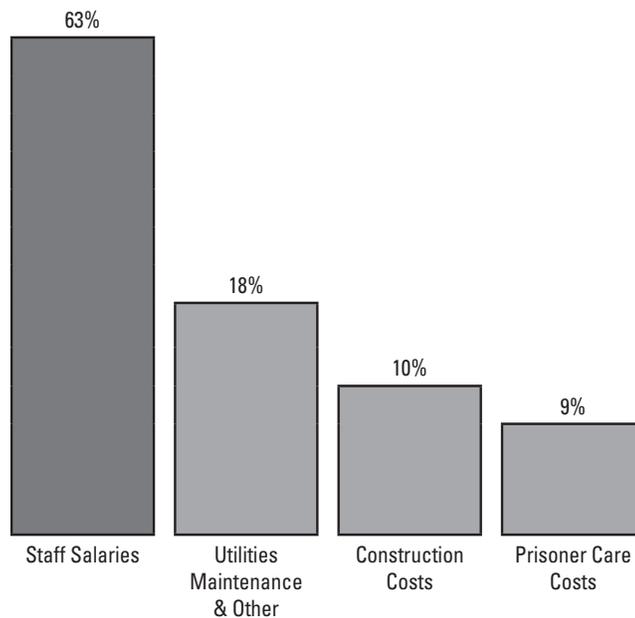
Average jail facility per diem operating costs...

	Cost	Percent
Personnel	\$35	70%
Prisoner Care	\$5	10%
Building Maintenance and Operations	\$10	20%
Total	\$50	100%

Thirty year life cycle costs of a constitutional jail

Over **30 years**, the construction costs of a jail are only **1/10th** of the total operating and construction costs.

NOTES



Impact: Staffing on Operational Problems

Problem scores of jails with...

Selected Problems	Shortages	No Shortages	Diff.
Fires	33%	10%	+23
Inmate-Inmate assaults	52%	31%	+21
Contraband passage	69%	49%	+20
Suicide/attempts	68%	55%	+13
Average all problems	51%	32%	+19

Staffing shortages had the **2nd greatest impact** on the incidence of operational problems.

What is appropriate staffing?

- Having the right number of staff
- In the right place
- At the right time
- Doing the right thing

Quantity & Quality

NOTES

NIC - 10 STEP STAFFING ANALYSIS PROCESS

1. Profile the Jail – Sets the stage for the staffing analysis process by collecting background information about the jail
2. Calculate Net Annual Work Hours – Involves collecting and analyzing key “time off” data
3. Develop a Facility Activity Schedule – Provides a master schedule of programs, services and activities in the jail
4. Develop a Staff Coverage Plan – Identifies posts and positions that need coverage
5. Complete a Staff Summary – Summarizes coverage needs by job classification
6. Develop a Work Schedule – Used to establish work schedules and shift rosters
7. Evaluate, Revise and Improve the Plan – Needed to keep the plan current and to receive feedback on impact
8. Calculate Operational Costs – Used to estimate costs of the staffing plan
9. Prepare a Report – The report includes the staffing plan and data that supports or justifies the needs
10. Implement the Plan and Monitor the Results – The staffing plan should be evaluated in 6 months and altered to meet the jail’s needs

STEP 1. PROFILE THE JAIL-FACTORS AFFECTING STAFFING NEEDS

An initial step in conducting a staffing analysis is to develop a profile of the facility and gather background information necessary to conduct the analysis. The profile should include information that provides an understanding of current issues and the various factors that affect staffing needs. Several of the more significant factors include:

- Court decisions & standards
- Characteristics of the jail population
- Frequency of functions and activities
- Correctional philosophy – Mission
- Layout of the physical plant
- Others??

The mission of a local jail

- Keep them in
- Keep them safe
- Keep them in line
- Keep them healthy
- Keep them busy

And do it...

- With fairness
- Humanely
- Within constitutional requirements
- As efficiently as possible

What implications does this mission have for jail staffing?

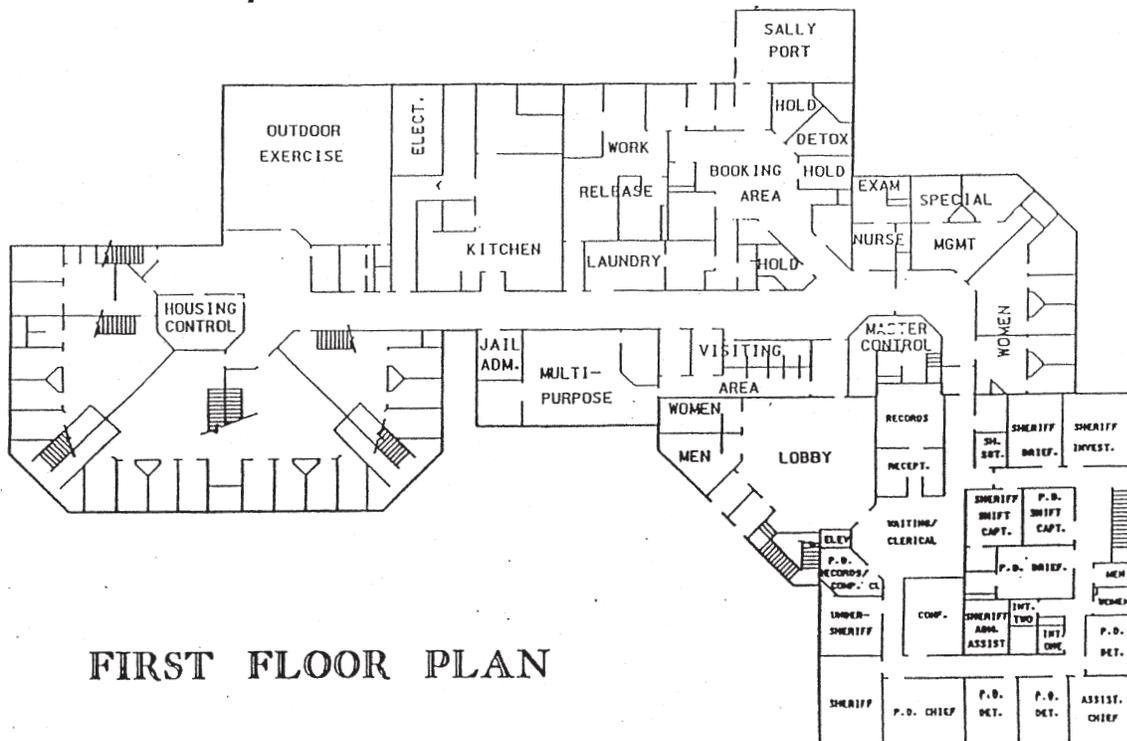
Layout of the Physical Plant

The location of spaces such as program and exercise areas in relation to inmate housing impact staffing requirements. For greater efficiency in staffing, these areas should be...

- Adjacent
- Accessible
- Observable

Example Layout

McPherson County Jail

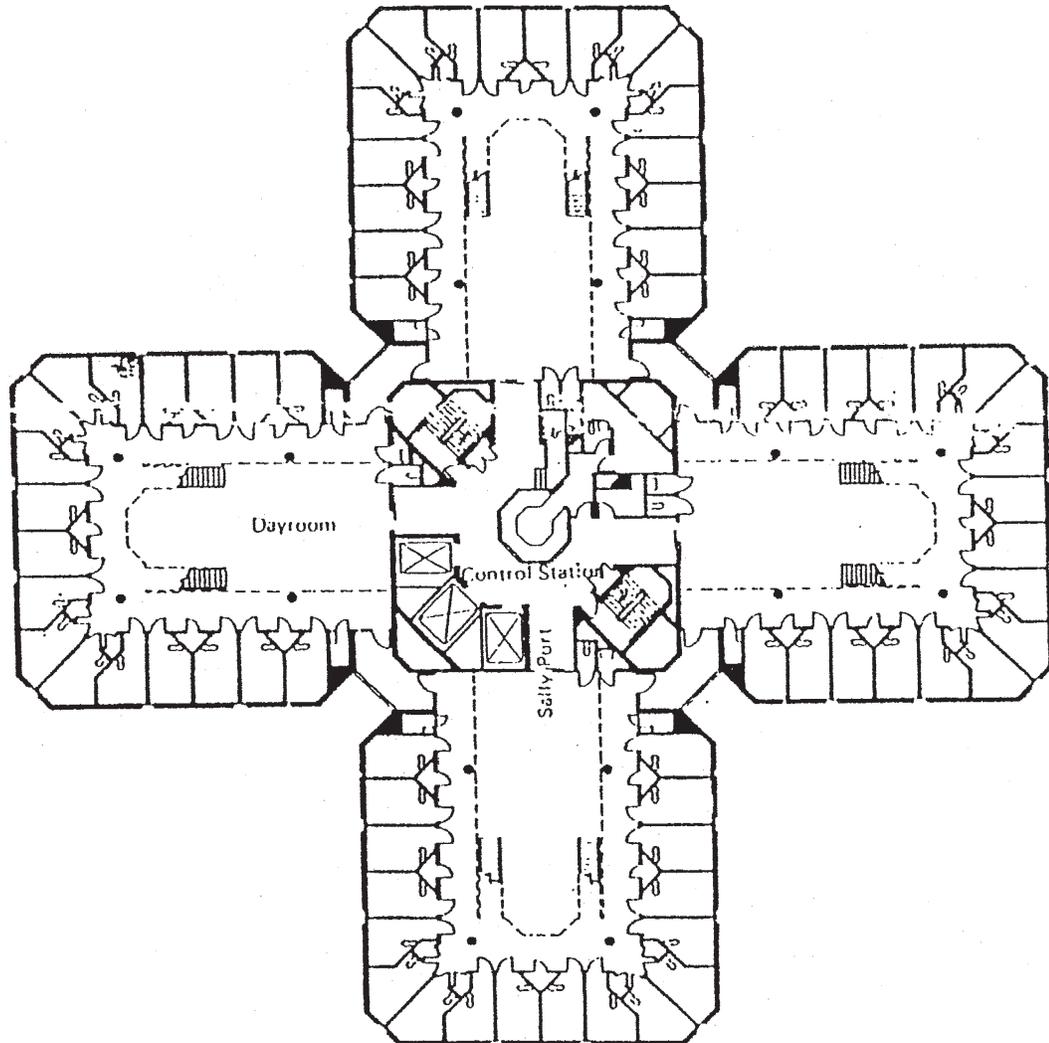


FIRST FLOOR PLAN

MCPHERSON COUNTY

What are the implications for staffing based upon this layout?

Example Layout
Pima County Jail



NOTES

STEP 2. CALCULATE NET ANNUAL WORK HOURS (NAWH)

As a seven-day-a-week, twenty-four hour operation, detention facilities typically have a number of posts that require constant coverage. Staff members, however, are not available to work seven days a week and often are not available to work their assigned shifts due to sick leave, vacation leave, training, etc. Coverage for these absences must be accounted for in the staffing pattern for the facility. The net annual work hours (NAWH) represents the average number of hours staff members are actually available to work.

Key information required to calculate the NAWH:

- Total hours contracted per employee per year (if a regular workweek is 40 hours, then 40×52.14 weeks = 2,086)
- Average number of hours per employee per year of the following variables:
 - Vacation
 - Sick leave hours
 - Personal hours
 - Compensatory time
 - Training
 - Military leave
 - Breaks (optional - may be contractual item)
 - Time it takes to fill a vacancy

NOTES

Example calculation of NAWH

Steps	Net Annual Work hours - Example	Jail Officer
1	Total Hours employee Works - 40 hours x 52.14 weeks	
2	Vacation Hours	
3	Compensatory Time Hours	
4	Sick Leave Hours	
5	Training Hours	
6	Personal Time/ Holidays	
7	Military Hours	
8	Break Hours (optional)	
9	Vacancy Delay Hours	
10	Other	
14	Total Hours Off Per Year	
15	Net Annual Work Hours	

(Fill in the column on the right in the table above as the presenter completes an example)

NAWH EXERCISE

Instructions

For your Agency/County using sample form:

1. Determine total hours contracted per employee per year
2. Average number of hours per employee per year of the time off the post
3. Complete calculation

NOTES

STEP 3. FACILITY ACTIVITY SCHEDULE

Displays a typical one week period of jail operations...

1. Column 1 - List activities and times
2. Column 2 - Shade in time frames
3. Identify periods of high activity
4. Consider rescheduling activities to level out the peaks and valleys

What are the functions and activities that occur in a one week time period of a typical jail?

BRAINSTORM!

Facility Activity Schedule Worksheet

200 400 600 800 1000 1200 1400 1600 1800 2000 2200 2400
100 300 500 700 900 1100 1300 1500 1700 1900 2100 2300

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.
- 11.
- 12.
- 13.
- 14.
- 15.
- 16.
- 17.
- 18.

Use a worksheet like this one to chart out all facility activities

EXERCISE
FACILITY ACTIVITY SCHEDULE

Instructions

For your Agency/County using the sample worksheet:

- Determine weekly list of activities
- Determine activity times
- Shade in time frames
- Identify periods of high activity and
- Assess possible rescheduling activities

STEP 4. STAFF COVERAGE PLAN

- Define the jobs in the facility
- Assign tasks and functions to the jobs
- Determine the minimum coverage needs
- Specify whether the post is relieved or not relieved
- Type of post: fixed, pull, shutdown
- Summarize in a coverage plan

NOTES

Staff Coverage Plan Elements

- A. List each post and position
- B. Job classification
- C. Meal and break relief
- D. - J. Hours of coverage
- K. Days per week post covered
- L. Hours per week post covered
- M. Hours per year post covered
- N. Determine if post is relieved
- O. NAWH calculation
- P. Determine # of FTEs by dividing hours (M) by NAWH (O)
- Q. Round number of staff needed by year & job classification

Staff Coverage Plan Example

A Post	D Day	E Eve	F Night	K Day/wk	L Hours/wk	M Hours/yr	O NAWH	Q FTE
Central Control								
Housing Officer								
Booking Officer								
Rover								
Total Staff/Hrs								

(Fill in the columns in the table above as the presenter completes the example)

NOTES

COVERAGE PLAN EXERCISE

Instructions

- Review sample floor plan, mission statement and other information provided
- Create list of jail operations positions to provide minimum coverage - put them on your Coverage Plan Sheet (some positions have been listed for you)
- Using personnel data memo provided, calculate the Net Annual Work Hours
- Assign personnel costs to each position, including salary and benefits.
- Review the scenario provided, identify the strategy(ies) to respond to the issue, recalculate your Coverage Plan if necessary.

STEP 5. STAFF SUMMARY

The next step in the process is to develop a staff summary. The staff summary summarizes the total annual coverage hours required and total FTE for each major job category.

A Job Classifications	B Annual Coverage Hours	C Total Staff Needed	D Total Staff Rounded
Administration	6,257		
Support	12,305		
Program	4,171		
Custody	40,888		
Total Staff	63,611		

(Fill in the columns in the table above as the presenter completes the example)

STEP 6. SCHEDULING

Once the coverage plan is developed and the total number of FTE required to provide the adequate coverage is known, the next step in the process is to establish staff work schedules. Staff scheduling involves decisions about the type of staff required for each shift and when each employee will work. A primary shift pattern is typically used to schedule employees working shifts that provide continuous coverage of fixed posts in the facility. Several commonly used shift patterns in juvenile facilities include:

- Three, eight-hour shifts
- Three 10-hour shifts that overlap
- Two, 12-hour shifts

Some key points about scheduling:

- All schedules require about the same number of staff hours
- Staff preference/morale is an issue
- Effective scheduling may result in less overtime, turnover, sick time
- Scheduling must accommodate peak activity times – may require use of power shifts
- All schedules require about the same number of staff hours
- Staff preference/morale is an issue
- May result in less overtime, turnover, sick time
- Accommodate peak times, power shifts
- Other?

Factors to consider in determining work schedules

- Hours of operation and timeframes
- Days operated each week
- Organizational goals and objectives
- Levels of activity
- Staff training
- Fatigue and productivity
- Schedule rotation
- Use of part-time staff
- Staff preferences

STEP 7. EVALUATE & REVISE

After the initial plan has been developed, it should be reviewed and evaluated to see if it is meeting the needs of the jail and is achievable, affordable and sustainable. In addition to allocation of staff, there are a number of strategies that can be employed to addressing staffing needs:

- Relocating existing personnel
- Altering physical design
- Using audio and video surveillance
- Using volunteers or interns
- Using contractual services
- Improving productivity of staff
- Cross-training staff
- Adjusting operations
- Streamlining practices
- Reducing or modifying populations
- Reducing services
- Using inmate labor
- Using civilian staff
- Lessening absolute separations between inmate classifications

NOTES

STEP 8. OPERATIONAL COSTS

The next step is to develop an estimated budget based upon the staffing plan that has been developed.

A	B Total Staff	C Salaries	D Total Salaries	E Benefits	F Total Staffing Costs
Administration	3				
Support	8				
Program	2				
Custody	31				
Total	44				

(Fill in the columns in the table above as the presenter completes the example)

STEP 9. PREPARE A REPORT

The staffing analysis is usually summarized in a report that describes the proposed staffing plan and provides the necessary rationale and justification. The report serves as an excellent resource to support funding requests for staffing. It is also a useful management document that may guide administrative decisions regarding policy changes or allocation of resources.

Some points to consider in developing the report:

- Develop an outline to organize your information (*A sample outline is provided in the Staffing Analysis Workbook*)
- Include an Executive Summary
- Does the intended audience want the bottom line or details?
- Include all completed forms along with a narrative explanation of their meaning
- Include sufficient data and narrative to support and explain the findings

STEP 10. IMPLEMENT & MONITOR

The final step is to implement the plan and monitor the results.

- Involve staff in changes
- 6-month evaluation period
- Assess proposed changes
- Review employee contracts
- Update NAWH

SUMMARY

Ten-step staffing analysis process

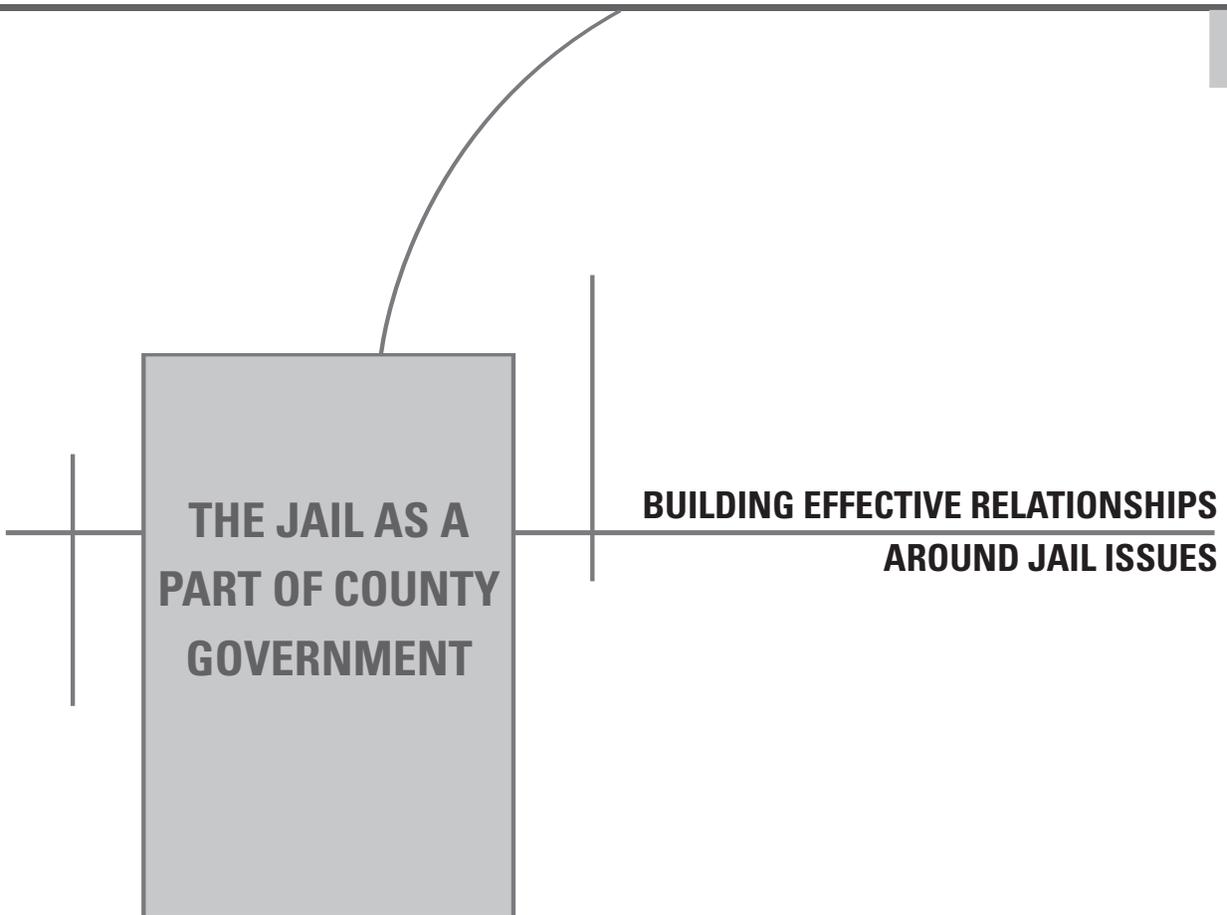
1. Profile the Jail
2. Calculate Net Annual Work Hours
3. Develop a Facility Schedule
4. Develop a Staff Coverage Plan
5. Complete a Staff Summary
6. Develop a Staff Work Schedule and Shift Rosters
7. Evaluate, Revise and Improve the Plan
8. Calculate Operational Costs
9. Prepare a Staffing Report
10. Implement the Plan and Monitor Results

Additional resources

- Planning and Evaluating Prison and Jail Staffing
- Staffing Analysis Workbook
- Staff/inmate Ratios - Why Its So Hard to Get to the Bottom Line
- Staff Safety Issues
- NIC Small Jails Special Issues Monographs
- A Sheriffs/administrator's Guide to Determining and Presenting Personnel Needs
- Some Questions Administrators Ought to Be Asking About Personnel Needs and Allocation

COUNTY TEAM ASSESSMENT CHECKLIST

- Does your jail have a written staffing plan?
- Are the county board and jail administration (sheriff and jail administrator) in agreement on appropriate staffing levels for the jail?
- Do current staffing levels provide for full coverage of posts, active supervision of inmates, and performance of all other essential jail functions?



OVERVIEW

As local officials work to tackle difficult issues concerning the jail, conflict is inevitable. Although funding authorities, sheriffs, and jail administrators have a shared responsibility for maintaining and operating an effective jail, each approaches this responsibility from a different perspective.

This session is designed to help participants understand the importance of developing effective relationships with those individuals with oversight on jail-related issues. During this session, interpersonal communication skills, conflict management, group dynamics and collaborative problem solving techniques will be addressed. The Thomas-Kilman Conflict Mode Instrument will be administered to provide participants with insights into their personal conflict management style. Participants are provided an opportunity to practice interest-based bargaining techniques in solving problems collaboratively.

OBJECTIVES

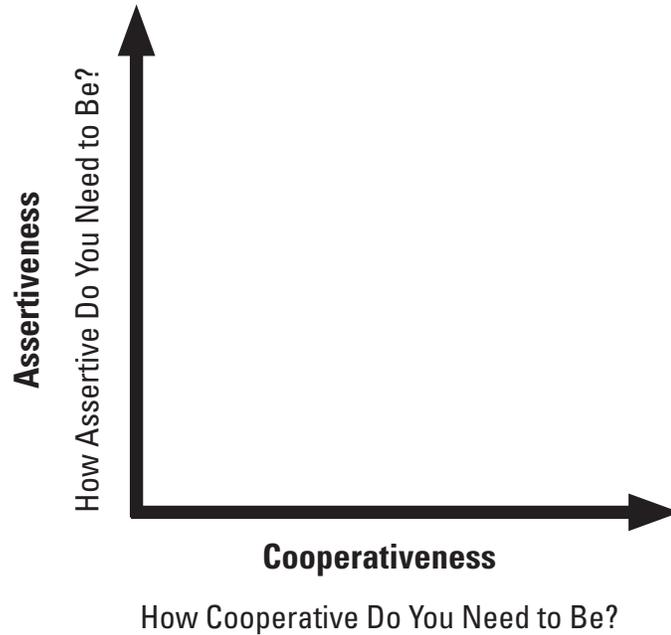
At the end of this module, participants will be able to:

- Compare and contrast the needs and interests of county commissioners, sheriffs, county administrative staff and jail administrators
- Recognize that resolving jail related problems is a joint responsibility shared by county commissioners, county administrative staff, sheriffs, and jail administrators
- Explain how a joint collaborative problem solving approach has the potential for solving and /or alleviating most commonly shared jail problems
- Differentiate between the five methods of dealing with conflict as identified in the Thomas-Kilman Conflict Mode Instrument
- Demonstrate effective problem solving skills in a small group activity

CONFLICT IS.....

Any situation where concerns or desires of one person differ from those of another.

Two influences on conflict behavior



Your Conflict Mode = Skill + Situation

NOTES

Adapted from the Thomas-Kilmann Conflict Mode Instrument. Copyright 1996 Xicom, Inc., subsidiary of CPP, Inc.

COMPETING

“My way or the highway!”

Benefits

- Quick action
- Unpopular decisions
- Vital issues
- Protection

Costs

- Strained working relationships
- Less than optimal solutions
- Lower initiative and motivation
- Possible gridlock

Competing Skills

- Ability to argue or debate
- Ability to use rank
- Asserting opinions and feelings
- Standing your ground
- Stating position clearly

NOTES

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ACCOMMODATING

"It would be my pleasure"

Benefits

- Showing reasonableness
- Developing performance
- Creating goodwill
- Keeping peace
- Low importance

Costs

- Losing something you care about
- Loss of respect
- Less enthusiasm

Accommodating Skills

- Forgoing your desires
- Obeying orders
- Ability to yield

NOTES

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AVOIDING

“I’ll think about it tomorrow”

Benefits

- Works well on issues of low importance
- Reducing tensions
- Buying time
- Low power
- Allowing others to make decisions or work out problems

Costs

- Lower productivity
- Resentment
- Poorer communication
- Harder to get decisions made
- Delays

Avoiding Skills

- Ability to withdraw
- Sidestepping
- Sense of timing
- Ability to leave things unresolved

NOTES

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COMPROMISING

"Lets make a deal"

Benefits

- Useful for issues of moderate importance
- Equal power & strong commitment
- Temporary solution
- Time constraints
- Back-up plan

Costs

- Underlying frustration
- Less innovative or lower quality decisions
- Agreements often don't reflect actual beliefs

Compromising Skills

- Negotiating
- Finding a "middle ground"
- Making concessions
- Assessing value

NOTES

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COLLABORATING

“Two heads are better than one...”

Benefits

- Integrating solutions
- Learning
- Merging perspectives
- Gaining commitment
- Improving relationships

Costs

- Time and energy
- Requires open mind
- Openness could hurt feelings
- Potential for exploitation

Collaborating Skills

- The ability to listen
- Non-threatening confrontation
- Analyzing input
- Identifying needs and concerns
- Risk...Openness...Trust

NOTES

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INTEREST BASED BARGAINING EXERCISE

Instructions

- Work in pairs - one person of each role
- Say anything you want - do not trade papers
- Report when you have a solution

Interest Based Bargaining

- Requires DISCLOSURE...Openness
- Requires RISK taking to be OPEN
- Results in increased TRUST

Elements of Interest Based Bargaining

- “Interest” is the need that each person has
- Expand the pie
- Establish rapport
- Get data
- Think about what the other person needs
- Focus on the problem not the person

NOTES



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BENEFITS OF INTEREST BASED BARGAINING

- Develops creative solutions
- Builds relationships
- Promotes trust for future negotiations

TEAM DEVELOPMENT

EXERCISE

Instructions

- Divide into three groups of commissioners, sheriffs, and jail administrators
- Each group responds to the following questions
 - What are my needs, interests, and concerns regarding operation of the jail?
 - What do I need from my other two team members that will help me fulfill my role concerning the jail?
 - What can I do to help my other team members fulfill their respective roles concerning the jail?
- Record your responses on a flip chart

NOTES

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CHARACTERISTICS OF AN EFFECTIVE TEAM

- Team identity and pride
- Conflict openly discussed
- Emphasis on positive conflict solution
- Team members supportive of each other rather than competitive
- Commitment to each other and agreed upon goals
- Healthy leaders/members relationship
- Relationship maintenance
- Members see each other as resources
- Confidence to learn from mistakes & failures
- Commitment to the success and growth of every other team member
- Shared team values

TEAM RENEWAL

- Mutual respect
- High trust, low threat
- Norms of openness, mutual support, careful listening, Leveling, OK to express feelings
- Encourage initiative-taking

NOTES

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SUMMARY

- Conflict is inevitable
- How conflict is resolved determines whether there is positive growth or negative outcomes
- Conflicts can be resolved positively using collaborative approaches

BENEFITS OF A COLLABORATIVE APPROACH TO CONFLICT RESOLUTION

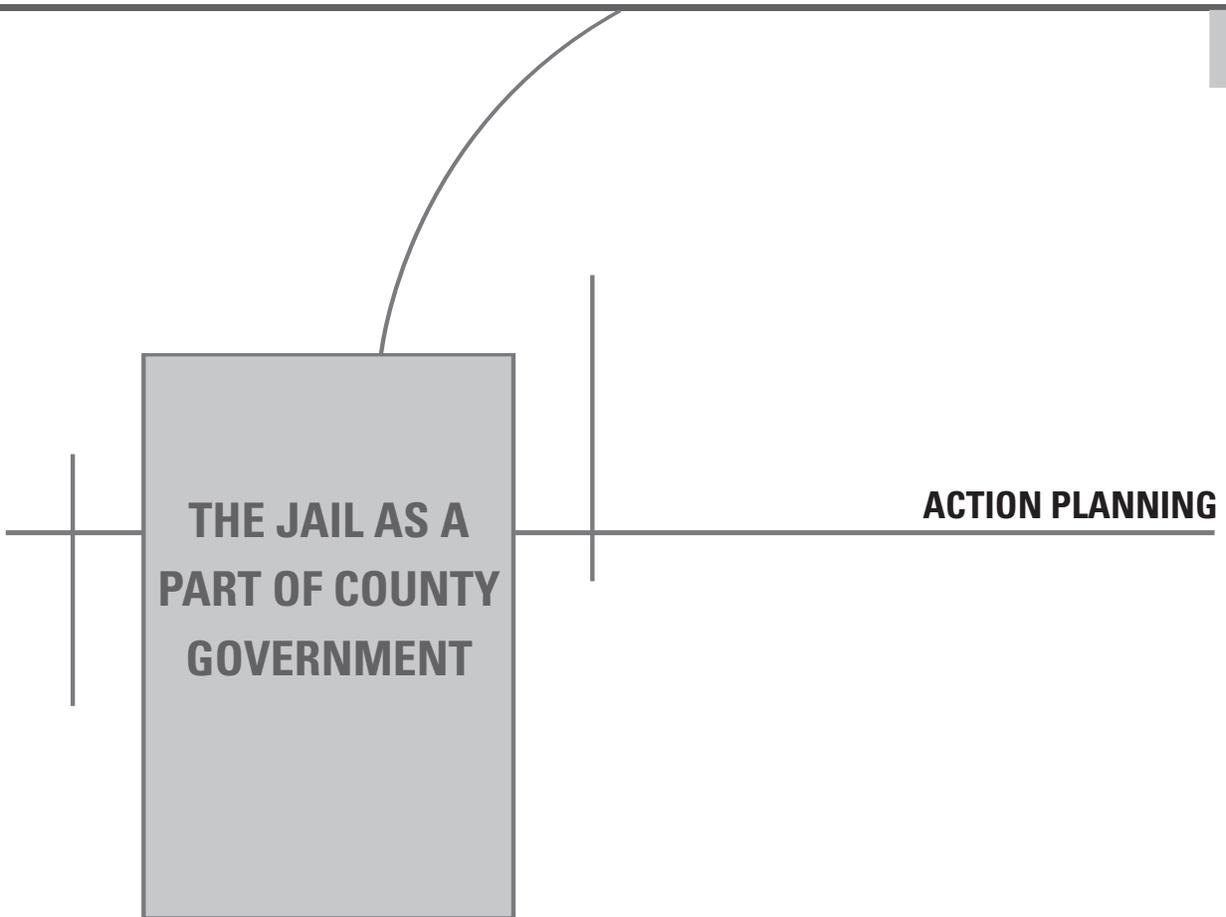
- We understand ourselves and each other
- Conflicts are resolved in a positive manner
- Relationships are built for now and for the future
- We promote trust in our negotiations
- We make better decisions for our community

COUNTY TEAM ASSESSMENT CHECKLIST

- Is maintaining and operating an effective jail in the community viewed as a shared responsibility by jail officials and the funding authority?
- Do jail officials and the funding authority work collaboratively in addressing jail-related problems?
- Do jail officials and the funding authority have an effective means to manage conflict and resolve differences over decisions regarding jail issues?
- Do jail officials and the funding authority have a good understanding of each others needs and interests?
- In reaching decisions regarding jail issues, are there efforts made to address the needs and interests of all concerned parties?

NOTES

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OVERVIEW

This session is designed to stress the importance of using a formal planning process to solve jail problems and provides the participants with an administrative tool that they can use to manage the planning process. The session also gives the county teams an opportunity to use the skills and techniques they have acquired throughout this training program in the development of an action plan.

OBJECTIVES

At the end of this module, participants will be able to:

- Identify all of the steps of the action planning process;
- Complete an action plan using all of the steps in the action planning process; and
- Develop an action plan to address one jail-related problem they are experiencing at their home agency.

Action Planning – What is it?

- A process to develop strategies for change
- A method of collaborative planning that allows people to have an influence on the outcome of decisions

Underlying Assumptions

- People help support what they create
- People involved in change should have a part in making those plans and decisions
- Working in groups allows building on ideas of others
- Working in groups is an opportunity to create many possible solutions to problems
- The process works toward something, rather than trying to figure out the “whys”

Benefits of Using Action Planning

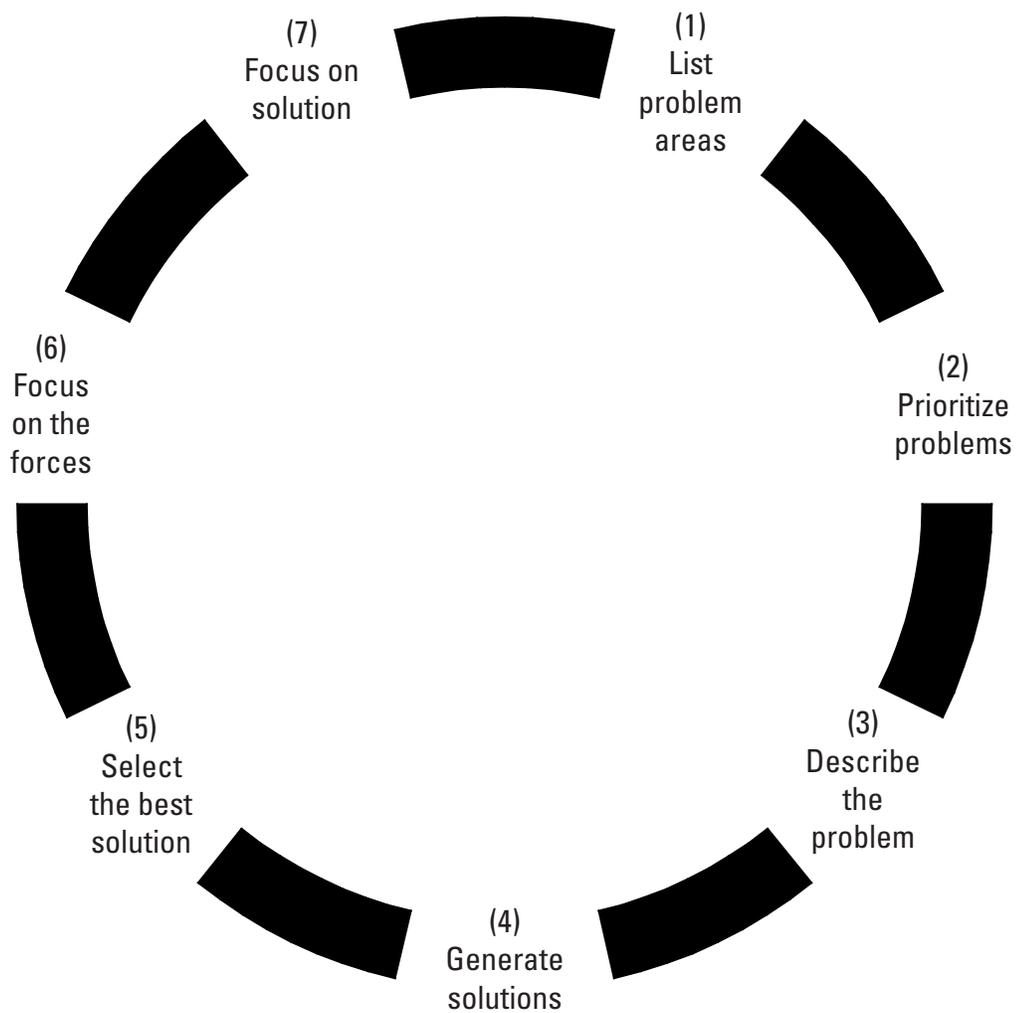
- Opens communication
- Provides for the involvement of the people who are part of the change
- Invites people to make investments of interest, time and responsibility for the outcome
- Provides for the proper identification and prioritization of problems
- Provides for the continuation of positive review, revision, and change
- Develops a method for addressing the largest problem

NOTES

DESIRED OUTCOMES

- A product, the action agenda, detailing the tasks needed to be done
- A process that includes people, gains their support and encourages them to take responsibility for implementation of the plan

STEPS TOWARD AN ACTION AGENDA



Step 1 – List Problem Areas

Make a list of the most pressing problems facing your jail



Step 2 – Prioritize the Problems

Consider the following factors:

- Do you want to work on the problem?
- Can you become personally involved in the problem solutions?
- Can you influence the problem solution?
- Is the problem solvable?

Step 3 – Describe the Problem

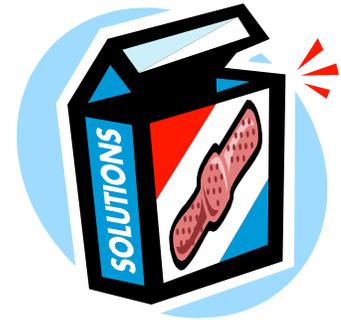
- Jot down the facts
- Define the current situation
- Resist the urge, at this stage, to identify the solution rather than the problem

NOTES



Step 4 – Generate Possible Solutions

Be open to each other’s ideas. There may be more than one way to solve the problem.

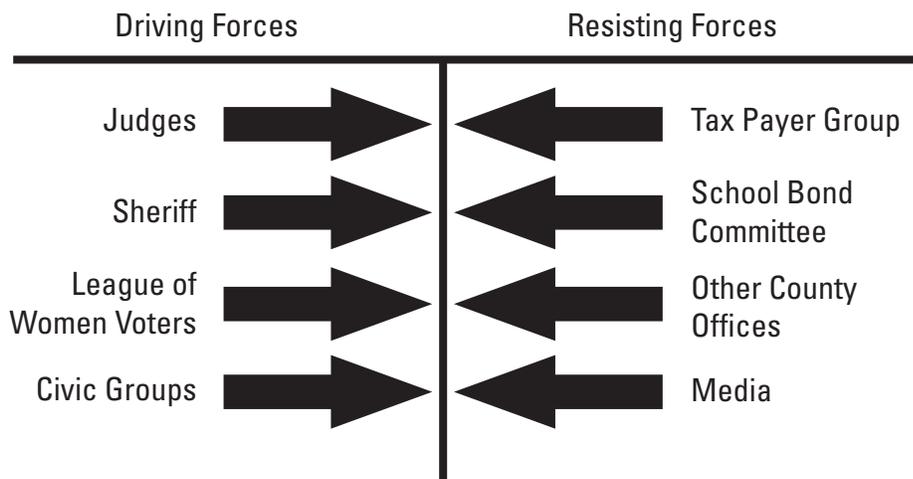


Step 5 – Select the Best Solution

The solution we’ll be working on is...

Step 6 – Focus on the Forces

Keeping your solution in mind, list several forces on each side of the issue.



NOTES

HOW IS ACTION PLANNING USED IN THIS PROGRAM?

- Each County Team will identify a real problem in its county and develop an Action Plan
- Each County Team will present their plan to the large group
- Participants will ask the Team questions and offer suggestions
- Completed action plans will be used by the County Teams to work on their problems “back home”

**EXERCISE
DEVELOPING AN ACTION PLAN**

Instructions

- Work in your county teams
- Identify key issues in your jurisdiction
- Rank your list of issues
- Select one or two issues to work on
- Generate possible solutions
- Select the probable solution
- Draft a strategy to achieve solution
- Prepare and finalize an Action Agenda
- Select a team representative to present your work to the large group

NOTES
