

Staff Ethics

Behavior Choices Among 326 Staff At Colorado State Penitentiary

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Context

- Frequent reports of staff misconduct or failure to perform: 3-5 cases per month.
- Approximately 1/3 were sexual in nature.
- Tradition of abandonment of formal action by personnel rules by leaders – GOB mentality.
- Severe lack of diversity among the employment population – most white males in leadership positions.

Leadership Vision – Executive Level

- Exemplify The Best
- Open book on program creation
- A new organization
- Elevated Professionalism – John Suthers
- Inspector General Support – Crime and Staff Conduct Issues.

CSP Leadership Performance

- Collective Staff Direction: Mission, Vision, Values.
- Commitment to transparent process of managing information.
- Commitment to being Transformational leaders that sought to develop staff and the organization, not simply managed by exception.
- All share common values of equality with respect to gender, race, and personal life styles.

Enabling Middle Management

- History of leadership not supporting challenges in terms of staff conduct.
- Message to middle management - leadership will support and engage with staff conduct challenges.
- Provided guidance and mentoring to middle management on challenges
- Affirmative response to cases that merit formal review and action

Committed to Assessment

- ACA Standards and Certification.
- Human Rights Watch/Amnesty International.
- Security Compliance Audits.
- Performance Planning and Assessment
Recommendations

Corrective/Disciplinary Process

- Follows the State personnel rules.
- Provide thorough and complete documentation of all incidents. Take extra time and effort if needed.
- Work hard to effectively characterize harmful conduct.
- Relate supervisor, direct report, and all staff conduct issues to the corrections mission in very explicit, detailed language.
- Show respect, impartiality, and professionalism for the entire process.
- Had one hundred per cent success on appeal of all cases.

Staff Impact

- Sense of strong staff commitment to the job.
- Voluntary efforts to perform and share ideas were frequent.
- Staff input to the decision-making process felt safe and encouraged to speak out.
- Staff invested themselves in professional development for future promotions.
- Staff management of ethics among themselves was evident (example of UOF – shift command).

National/International Recognition

- National Institute of Corrections: Ten Year Training Program by CSP
- Most visited from by corrections and academic professionals around the world.

A Legacy of Corrections Professionals

- Highest promotional rate of any other prison in the system.
- Exceptional long waiting list of those seeking to transfer from other prisons to CSP.
- Exceptional number have achieved high leadership in corrections: Before retirement and currently.

Staff Ethics – Change in Behavior Choices

- All in view of vigilant supervisors
- 100 % reduction in allegations of sexual misconduct.
- 87% reduction of Corrective and Disciplinary actions.
- First female forced cell entry team, and first female disturbance team leader.
- A successful gay shift commander and management team member.

Policy Emphasis

- Statewide DOC to prohibit all sexual misconduct whether it was objected to, or not, by the recipient.
- Specific memo from leadership on detailing prohibited behavior at shift briefings and orientations.

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