CONFIDENTIALITY

CONFIDENTIALITY is required of all staff. Although this term is frequently used, it is not well understood. Essentially, the word means privileged, private or secret information. What is said or observed is not supposed to be disclosed to others.

a: Inmates to Staff - The inmate has the right to expect that what he says will be kept Confidential. However, there is no absolute confidentiality, anything said could be repeated to the appropriate supervisor. Any known or suspected plans that an inmate may hurt him or herself or others, escape, drugs, contraband, riot, rule violation, etc., must be ***IMMEDIATELY*** reported, via the chain of command, **before you leave the facility**.

b. Known or suspected CHILD and/or ELDERLY ABUSE- Staff must report this to staff, via chain of command, prior to leaving a facility. As a professional staff member, you are mandated by law to report any known or suspected child and/or elderly abuse. FAILURE TO REPORT KNOWN OR SUSPECTED CHILD and/or ELDER ABUSE TO PROPER AUTHORITIES IS A VIOLATION OF THE LAW.

Staff to the Public - Staff are expected to maintain confidentiality at all times. Staff may not disclose any information pertaining to inmates and security procedures with anyone from the public.

Staff to Inmates - Staff may not discuss their personal relationships, problems, or difficulties with inmates or any non-staff at any time.

Inmates often ask staff to keep a conversation confidential. The inmate should always be informed that information shared could be repeated to their immediate supervisor. Inmates know that all information that is shared pertaining or threats of harm to any person, escapes, riots, illegal activities within the institution, etc., must be immediately reported. However, they should also be reminded that their names and information shared will be dealt with discretion.

Being honest, the staff member stands up for the rules and models pro-social behavior. Inmates do respect staff who are honest and truthful and normally divulge more information to them. Inmates often look for staff members with a reputation to be "up front" and honest as they entrust these individuals to "Do the Right Thing."

Questions about confidentiality need to be directed to your immediate supervisor and/or the Department Corrections Program Services Administrator.

FAILURE TO IMMEDIATELY REPORT REQUIRED INFORMATION IS A MAJOR BREACH OF SECURITY AND WILL BE DEALT WITH ACCORDINGLY!

RELIGIOUS TOLERANCE & RIGHTS

Religious tolerance is essential in the correctional setting. Inmates are very observant and frequently attempt to play staff against each other. They, like children towards parents, do so for various reasons including manipulation and control. In the prison setting this can lead to very serious problems, even setting up a ***"sting"***.

Religious tolerance is not something that comes easily to most people. In fact, the lack of religious tolerance is highly prevalent worldwide. It has been and continues to be the cause of many problems. Our human nature causes us to associate with others who share similar beliefs and or values.

Some religions directly or indirectly teach that they are the only "true" religion that their members should not associate with others. This can cause a great deal of animosity toward individuals of different belief systems.

Tolerance does not mean that we must believe as others do, nor does it imply approval. It does indicate that others have a right to their beliefs and practices.

It is important to remain focused on your purpose. The goal is to provide inmates with an opportunity to reduce their risk of recidivism. Inmates are allowed their right to freedom of religion, to seek and or develop the faith of their choosing. Staff are required to be respectful of others beliefs at all times.

Hence, proselytizing is strictly forbidden! It is a violation of the rules to attempt to convert inmates from one religion to another, give preferential treatment, or to put other people's beliefs down. This should not be construed to mean that staff can not state their beliefs. It simply means there is a place, a time, and a way to do so.

Inmates need to see positive and strong role models. Religious intolerance, including proselytizing discredits you from rendering an effective programming for the inmates.

The opportunity to attend services, activities, or meetings shall be offered to all inmates. Inmates shall not be pressured coerced, either to or not to participate. Participation in religious activities and attendance at religious services is strictly voluntary. There are to be no closed or unauthorized meetings, services, or activities. However, religious activity that poses a threat to safety and security shall be suspended or discontinued.

Inmates are authorized to practice the religion of their choice within certain guidelines. Inmates may request special diets when their religious beliefs require the adherence to religious dietary laws. Generally these are vegetarian, non-pork, and Kosher and Halal. They are also authorized to wear religious apparel when required.

The following religious practices and activities are never authorized: animal sacrifice, casting of spells/curses, nudity, self-mutilation including tattooing and cutting, use or display of weapons, exclusion by race, paramilitary exercises, self-defense training including martial arts, sexual acts, profanity, consumption of alcohol, ingestion of illegal substances, use of mind and/or mood altering substances, proselytizing, encryption, or any activity which may be illegal or interfere with the security or good governance of the facility.

Questions regarding these practices should be directed to the Department Corrections Program Services Administrator.

PROFESSIONAL VS. PERSONAL RELATIONSHIPS

All staffs are required to maintain a **professional** relationship at all times with inmates, individuals on parole or probation, ex-offender(s), and/or their families. **Personal relationships with inmates are prohibited.**

The following rules are to be followed at all times.

1. **CONDUCT:** Staff are expected to be courteous and polite at all times. Use of indecent, abusive and or profane language towards or with inmates is not allowed. Staff should not discuss personal information about themselves with inmates.

2. **INCARCERATED RELATIVES AND/OR CLOSE FRIENDS:** Staff are not allowed to provide direct services for relatives or close friends. Staff must immediately report to the Warden and the Department Core Program Services Administrator via his/her chain of command if a relative or close friend is in your program

3. **TRANSMISSION OF MESSAGES:** Staff are not allowed to relay messages to and/or from inmates and their families or friends.

4. **CONTACTING OR CORRESPONDING WITH AN INMATE OR AN INMATE'S FAMILY:** Staff are only allowed to correspond or meet with inmates, ex-inmates or their families if the services they are providing fall into the scope of their duties.

5. **BUSINESS:** Staff may not conduct any type of business with inmates, parolees, probationers, ex-inmates, and/or these individual's families. Legal or financial transactions are strictly prohibited.

6. **HANDSHAKES VS. HUGS:** Staff may not hug and/or kiss inmates. Hugs or kisses can lead to misleading of emotions. Inmates are often lonely and have been known to misinterpret feelings of over friendliness. **Please remember handshakes are more conducive for effective working relationships.**

Questions concerning professional conduct, as differentiated from personal, should be directed to your supervisor or Department Core Program Services Administrator.

GAMES CRIMINALS PLAY

The Conflict Between the Kept and the Keeper

Prisons are totalitarian communities; they are places where people are held against their will and forced to live with their controllers. Freedom of speech, choice and movement are accomplished under the threat of death (try to escape and the tower guards will shoot). Offender(s) learn that acting out, refusing to cooperate, devising methods of modifying their keeper's behavior, circumventing or disobeying rules, and being willing to do these things regardless of the punishment, gives them status among their peers. Any inmate who becomes too friendly with a staff member can be labeled a "rat" or informer and is subject to execution by fellow prisoners. Prison personnel who become too friendly with offender(s) also receive peer pressure and are called "inmate lovers".

Confinement gives offender(s) time to think, reevaluate their life, goals, and gain live coping and trade skills. Staff becomes role models to emulate and teach acceptable behavior. Offender(s) can also influence the behavior of staff in negative ways. To guard against any negative outcomes from staff/inmate interactions, The Standards of Conduct was developed. Staff are directed to be friendly but not overly friendly; to help offender(s) with communication but not to personally take out letters; to give or accept nothing to or from offender(s) unless properly authorized; to give advice when needed or requested, but not to share personal data or information with inmates.

Offender(s) expect staff to take appropriate action if they misbehave. Prisoners have no respect for staff members they can lower to their own level of behavior. They do maintain great respect for people who maintain a high level of dignity and professionalism. For these people they can learn self-control. They feel these staff have the ability to help them. When the keeper fails to follow rules, the kept are calling the shots. The offender(s) will then attempt to expand minor rule violations into major rule violations that will give them peer status and contraband.
The constructive employee will combine friendliness, courtesy, firmness, sympathy, calm efficiency and tack and will meet any emergency with cool-headed composure. The employee should strive to be firm but fair.

Staff members who become overly familiar with offender(s) are said to be naive. They are overly trusting, unsophisticated and lacking in experience and careful judgment and analysis. The solution is simple. Before acting on information supplied by inmates, the employees should check it out by reading inmate files and asking knowledgeable staff if the information is reliable.

Friendliness and Over-Familiarization

Correctional employees are overly familiar if they allow the taking of license or liberties. They should never discuss their personal problems, financial matters or sexual problems with inmates. Permitting offender(s) to call employees by their first name also breaks down the professional barrier. Inconsistently enforcing rules and promising favors can lead the employee to be set-up.

The Set-Up Team

A well-structured set-up team encompasses observers, contacts, runners, turners, and pointmen, each with a specific task to perform.

Observers

Inmate observers in a set-up process watch and listen to a potential victim. They theorize by a person's actions and the things that a person says whether or not he or she would be a good candidate for selection. Observers pay particular attention to employees who use inmate jargon, ignore minor rule infractions, play favorites (enforce rules for some and not for others) or are easily distracted.

Contacts

Inmate contacts supply information about an employee. A former clerk or orderly who knows the staff member's work-style would be an excellent contact. Offender(s) who overhear personal conversations between the employee and other staff members, and who have formed opinions about certain strengths and weaknesses possess valuable data. These people also ask subtle questions of any talkative staff members and gain additional information about their intended victim. Interestingly, prisoners who do not condone the manipulation process wrought upon staff are pressured into cooperating with team members as far as supplying information such as employee work habits, likes and dislikes, etc. These prisoners are actually relieved with the prospective victim renders the information useless by allowing no nonsense and displaying professional qualities. An employee who prevents a set-up gains further respect from the offender(s) by not allowing the pressured prisoner information to be used in a harmful or derogatory manner.

Runners

Inmate runners are not active members of the total set-up process, but will assist in any phase of it for some sort of reward. Payment is usually drugs, money, cigarettes, and the promise of sex when a woman has been the victim of a compromise scheme. Runners are usually the only ones paid because they must expose themselves to the employee by asking for small items like cigarettes, pencils or by acting out some minor rule violation.

The observers and contacts do not risk this exposure and may not even be known by the victim. The inmate grapevine exemplifies an effective communication system and the sharing of this kind of information is expected as well as given status.

Turners

Turners befriend employees and use that friendship to ultimately coerce them into engaging in infractions of the rules. The team chooses an inmate from their group that seems to fit the victim's likes or personality and bestows on him the title of "turner". This inmate will be the least suspected by the person to be victimized because the turner works very hard at establishing a close bond, using whatever methods to which the intended victim is susceptible. The turner tries to portray only good qualities to the victim and uses runners to ascertain that person's reaction to undesirable qualities. The turner tries to get a lever or hold on the intended victim either by use of a runner or by his own subtle techniques. A lever is an important step in the set-up and may be acquired at any point along the way. The process of turning begins when a staff member looks the other way and allows the taking of license or liberties.

The Setup Continues

Pointmen

Inmate pointmen stand guard when an employee is in the process of granting illegal favors, violating institution rules, or is being compromised or harmed. For example, an officer in one institution was coerced into bringing alcohol for inmates. While they were drinking, a pointman stood outside the area ready to drop a book to warn of other approaching staff. In another case, the pointman left his post to partake of the contraband. Security discovered the illegal scenario and immediately took appropriate action.

Trouble Spot

Trouble spots are areas of job assignments where staff members have or can be turned into "mule" or "packhorses". Prisoners know it is only a matter of time before they and their supplier are caught, so when receiving work assignments to the trouble spot, they must decide whether or not to become involved. It is a pressure decision: "Do I want to share in the spoils and face punishment, or should I just do my own time and find a difference assignment?" Most offender(s) realize the temptation would be too much for them to handle.

The Set-Up

All prison inmates understand the set-up either partially or in its entirety. The practice is becoming a serious problem for prison employees and an extremely popular pastime for offender(s) because of the gained peer status when their victim performs illegal acts (such as sex or bringing in contraband) for them.

Techniques of a Set-Up

Inmates carefully select victims for manipulation. The body movements, words and actions of staff allow offender(s) to decide which staff might bend or circumvent institution rules and regulations. Offender(s) look for signs of fear, lack of confidence, dislike of job, sloppiness, and sexual availability. Offender(s) listen for comments from employees indicating likes and dislikes which could be exploited. Personal data such as home addresses, phone number, spouse's job, personal and financial problems should never be shared with an inmate. After a potential victim is identified, he is verbally tested for reactions to rule violations, sexual allusions and tragic tales. If the victim reacts appropriately, the offender(s) will then begin testing the victim with minor rule violations. Victims who show resistance to manipulation are discarded for more gullible employees. Team members shy away from employees who display confidence, good judgment and strength. A staff member who has the strength to say "No" and follows the rules will discourage them.

After the victim has demonstrated how far he can be pushed to break and circumvent minor rules, the members of the set-up team will request minor items that an employee is not supposed to issue. The request usually comes after the team members have been particularly nice to the employee and has made him or her feel obligated by doing volunteer work. The intent is to determine how quickly, how easily and how much an employee will give and if the victim could be coerced into a major rule violation.

The offender(s) will then form a support system for the employee. They will build the employee's ego with offers of help, loyalty, and compliments. They will make the employee's job easier by making themselves indispensable. They will attempt to develop a strong trusting friendship by making the employee feel worthwhile and better than everyone else.

The Setup Goes On

The set-up team will then get the employee emotionally involved through empathy or sympathy. The offender(s) will develop shared understandings, experiences of feelings, thoughts, and attitudes to form a bond with a victim. They will cultivate pity or compassion for the staff member's troubles or elicit these feelings towards themselves from the staff. The next step in the set-up can be a plea for help from the inmate to the employee. The inmate will attempt to establish a bond by indicating the staff can help in his rehabilitation or building his confidence. He will try to keep the relationship confidential. During a highly emotional crisis or emergency situation that could be real or feigned the inmate will ask the victim to violate a rule on a "one-time-only" basis. The best defense for the staff for this manipulation is to go through the appropriate channels and keep the situation out in the open.

The offender(s) will then try to separate the victim from staff through the "we/they syndrome." They may tell the staff of criticism from other staff so the victim will begin turning to them for ego support. They will pit one staff member against another. The inmate may also use a cause, racism or hate as a pulling away device. Supervisors who fail to react appropriately to reports from subordinates may also cause the employee to align with the inmates.

Offender(s) may try to bond the employee to them with an offer of protection. Offender(s) may indicate they will "take the burn" for a problem. They may instill fear in an employee and then state they will not the let the employee become harmed. The offender(s) may even stage a violent event and come to the rescue of the employee to create a need for their presence in the mind of the employee.

At this point, an inmate may feel he can manipulate a female staff member for sex. Conditions and situations must be carefully planned and implemented so as not to create suspicion while the inmate maneuvers her into a position for the demand. The turner who initiates the sex develops an overly familiar friendship with the female victim. The con-wise prisoner creates an inmate of himself that directly opposes someone seeking sex. The victim develops a trust and a naiveté that leaves her vulnerable to proposition first, insistence second and finally, force. Situation in which offender(s) and female staff works together alone can lead to rumors that have resulted in staff resignations and divorces.

Offender(s) also create touching situations with both male and female employees, but more so with females. Touching of male employees usually consists of hand shaking, pats on the back or placing one's hand on the shoulder to form a closer bond. Touching of females may begin with the flicking of a dust speck from the woman's clothing or adjusting an item of clothing. It may progress to touching shoulders in an attempt to pass by or "accidentally" tripping and grabbing the female. The reaction of the female is carefully observed for signs of approval or disapproval. If no report is made the touching gets more serious. The inmate may attempt to elicit sympathy and a sympathetic hug.

The rumor clinic completes the process of effectively detaching a staff member from his peers. A well-placed rumor will create doubt in the minds of everyone, even people who openly profess disbelief. Team members plant rumors that lead to the breakdown of professionalism among the gossips (staff and offender(s) alike.) Offender(s) begin rumors in an area of the facility that is away from the victim's work area. The distance tends to take the blame away from the team members. It also allows the rumor to gain force as it makes its way to the victim's work area. Peer attitudes towards the victim begin changing as the force of the rumor intensifies, and contacts with the individual become less and less frequent. Offender(s) become the victim's only "friends".

The Setup Concludes

The turnout phase of the set-up is the point where the offender(s) make their wants known. Turning a person requires breaking the law. Before taking this step, defectors must be confident the set-up has been properly administered and the person being deceived can be controlled.

At this step, what has seemed in the past to be friendly, innocent and helpful now becomes serious. If the victim refuses to turn into a "pack horse" because of psychological pressure, offender(s) apply their skills of control by force.

Offender(s) initially solicit contraband on a one-time-only basis. It only becomes a demand if the victim refuses their polite request. The shopping list demands for male employees consist usually of drugs, alcohol, money, weapons and occasionally homosexual acts. For female victims, the request is almost always for sex first and then drugs, alcohol, or money. The shopping list exposes the set-up. Once the victim hears the request, the employee knows he or she has been compromised. The initial shock usually produces shock or disbelief. If the employee refuses, the manipulator sternly reminds the victim of the earlier indiscretion (the lever) and threatens exposure if compliance is not forthcoming. The situation at this point is volatile and dangerous. If the use of coercion, demands and fear do not produce the items demanded, manipulators will not hesitate to use the ultimate force. Employees who meet the demands are usually reassured that no further requests will be made of them: compliance means freedom. This makes the employee feel pressure will be lifted when the request is fulfilled. As offender(s) place additional pressures on the victim, a personality change in the victim becomes obvious. The employee becomes abnormally quiet, socializes less with peers and develops a worried expression. The job becomes a great burden and reporting to work each day is an effort.

Inmate manipulators have a dream wish for omnipotence. They fear the loss of the self through its capture by another. Their entire set-up procedure aims to achieve dominance. To assure ultimate success, force or threatened force injects the final sting.

If the victim succumbs to the threatened use of the lever or the threatened use of force and brings in contraband or performs illicit favors, the offender(s) have won the battle of the minds. They possess the will of their victim. For some reason, it appears that the team still lacks satisfaction; after the "mule" has performed over a period of time, the offender(s) cause the exposure of the employee's indiscretion if authorities have not yet caught him or her in the act.

When the set-up reaches the last stage, most employees comply with the demand. Many resign. Some take the risk of being injured or embarrassed when the lever is introduced and expose the involved inmates. This is a high-risk situation and the reward range from small to nil.

For a correctional officer who brought whiskey into his institution, the sting was termination of his employment.

For a supervising cook who refused to bring in drugs, the sting was to be death by boiling in a 150-gallon steam vat. Correctional officers who rushed into the kitchen after hearing a scuffle saved him.

For a female employee, who had taken out letters and brought in small contraband, ultimate force was used. Even after offender(s) threatened the use of the levers, she refused their demands for sexual favors. Her sting? Death.

A BIT OF ADVICE: TIPS FOR SUCCESS by Rick Hudley

As a 20-year correctional veteran, I have seen many people succeed and fail in this profession. My years of experience have led me to develop the following list of do's and don'ts for corrections practitioners:

1. **Always keep your word**. Don't say things just to get a bothersome inmate out of your face for the moment. Follow through. Don't make promises you can't keep, and remember your word is the most valuable thing you've got.

2. **Just say no**. Don't be afraid to say no—it can be therapeutic.

3. **Just say yes**. Don't be afraid to say yes either—it's won't hurt.

4. **Keep your nose in your own dish**. Often offender(s) and sometimes staff get wrapped up in worrying about how others are being treated. We should focus on our own success in life and not worry if someone's got it better than us. We should treat offender(s) fairly, but since all offender(s) are unique, we can't treat them all the same.

5. **Don't talk shop in front of offender(s).** Always be aware of what you say and who is around when you say it.

6. **Be professional**. As correctional professionals, we need to stay focused on our mission. Think about how you relate to other professionals. For example, do you know where your accountant lives or how many kids he has? Has you doctor ever asked you to mail a letter for him? If your dentist had an accident on her way to work, would you expect her to take it out on your gums?

7. **Don't be afraid to get burned**. Staffs sometimes get burned by offender(s) and vow that it will never happen again. They retreat from opportunities. They play it safe. Use common sense and try not to make the same mistake twice, but don't be afraid to take some chances.

8. **Don't use unclean language**. This goes along with tip No. 6 on professionalism.

9. **Go with your gut**. Some people make decisions with their hearts, some with their heads and others with their gut. When all three are in harmony, you probably have a good decision. However, when your head tells you one thing and your hearts tells you another, get in touch with your gut instinct and give it veto power over the other two.

Corrections isn't for everyone.

Corrections is a people business. You need to use objectivity and treat offenders like you would want to be treated. If you find you don't like being around offenders --kind of like being a seasick sailor with constant motion sickness—how happy can you be? Although some prison rules may seem pointless, they are necessary to maintain discipline. A lot of them have been created as the results of unfortunate incidents. For example, many prisons won't let women bring in lipstick or wear wigs inside men's prisons. This is to keep inmates from escaping by being disguised a women. The following regulations apply to most facilities were developed from information contributed by correctional facilities from across the country:

1. Use appropriate language. Don't pick up inmate slang or vulgarity. Using language that isn't a part of your style can label you a phony. [Arkansas]
2. Do not volunteer if you are a relative or a visitor of an inmate in that institution. [California]
3. Do not engage in political activities during the time that voluntary services are being performed. [District of Columbia]
4. Do not bring contraband into prison. If you are not sure what is contraband, ask the staff. People who bring in contraband are subject to permanent expulsion and/or arrest. [Florida]
5. Do not bring anything into or out of a facility for an inmate at any time, no matter how innocent or trivial it may seem, unless with the written permission of the superintendent. Volunteers should adopt a policy of saying no to any request by an inmate to bring in cigarettes, money, magazines or letters. If in doubt, ask a staff member. [Pennsylvania]
6. Keep everything in the open. Do not say or do anything with an inmate you would be embarrassed to share with your peers or supervisors. [Kansas]
7. Do not give up if you failed at your first try. Try again. [Texas]
8. Don't over identify. Be a friend, but let offender(s) carry his or her own problems. Be supportive without becoming like the offender(s) in viewpoint or attitude. [Minnesota]
9. Do not take anything, including letters, in or out of a correctional facility without permission. Respect the confidentiality of records and other privileged information. [Connecticut]
10. Do not bring unauthorized visitors or guests with you to the institution. They will be refused admission. [Maryland]
11. Do not give out your address or telephone number. If asked, you might say, "I'm sorry, but I was told that it was against the rules to do that." [Prison Fellowship]
12. Do not correspond with offender(s) in the facility in which you volunteer or accept collect phone calls from them at your place or residence. [New York]
13. Be aware that the use of, or being under the influence of, alcohol or drugs while on institution grounds is prohibited. [Ohio]
14. Don't impose your values and beliefs on inmates. Do not let others impose a lower set of values on you. [Oklahoma]
15. Don't discuss the criminal justice system, the courts, inconsistency in sentencing or related topics. Although everyone is entitled to his or her opinion, what volunteers say can have serious repercussions in the dorms or with staff. [Wyoming]
16. Ask for help. If you are uncertain about what to do or say, be honest. It is always best to tell the inmate that you will have to seek assistance from your supervisor. Offender(s) don't expect you to have all the answers. [North Carolina]
17. Know your personal and professional goals. Be firm, fair and consistent. [Washington]
18. If you have done something inappropriate, tell your coordinator regardless of what happened. It is far better to be reprimanded than to become a criminal. [Wisconsin]

Reprinted from Helping Hands: A Handbook for Volunteers in Prisons and Jails.

HOSTAGE SITUATIONS: Adapted from an article in Corrections Today by Albert G. Smith

Types of Hostage Situations

Planned. Planned situations normally are intended to accomplish some preconceived goal, such as freeing a prisoner, forcing some type of political or social change, or publicizing a cause or a perceived wrong. These situations, while they occur far less frequently than unplanned situations, are potentially the most dangerous because the hostage-takers—usually there are more than one—are committed to a political or religious ideal and may be prepared to die for their beliefs. In these situations, participants frequently are training and assigned specific tasks, such as being a negotiator, a guard or an assassin.

Unplanned. Unplanned situations usually arise out of panic. The hostage is simply a "target of opportunity." These situations almost always result in the hostage's survival. Given the nature of probation and parole officer's job, this is the type of situation an officer would most likely find himself or herself involved in.

We can further divide unplanned situations into two sub-categories: those initiated by people with criminal intent and those initiated by emotionally unstable people.

Hostage-takers in the first sub-category usually seize a hostage when they are caught in the act of committing a crime. These situations rarely involve more than one hostage. The hostage-taker may demand an escape route, amnesty or weapons. These situations are the most survivable because of the hostage-taker's lack of planning and commitment to a goal and because they seldom involve more than one hostage and one hostage-taker.

Emotionally unstable hostage-takers usually seize a random hostage. Demands might include anything from publicity for a particular problem to redress for a perceived wrong to termination of some type of treatment (such as psychotropic medication). Often the individual is simply trying to get attention or is making a plea for help. These situations can be dangerous because of the hostage-taker's unpredictability.

Four Variations: The following variations can dramatically change or alter the circumstances of a hostage situation.

Single hostage/single hostage-taker. In this type, the hostage-taker is least likely to kill or harm the hostage because the hostage is the only bargaining tool. Also, a single hostage-taker is more likely to give up due to fatigue and because of the inevitable bonding that occurs in a hostage situation.
Multiple hostages/single hostage-taker. These scenarios are slightly more dangerous because the hostage-taker can harm one or more of the hostages and still have bargaining power. Also, each hostage is susceptible to the behavior of the other hostages. However, these scenarios lend themselves to the possibility of escape simply because a single hostage-taker cannot simultaneously watch all the hostages and negotiate.
Single hostage/multiple hostage-takers. These scenarios have nearly all of the aspects noted in the first variation.
Multiple hostages/multiple hostage-takers. This variation is clearly the most dangerous for the hostages. Hostages are expendable without giving up bargaining power, bickering and different agendas among the hostage-takers can cause problems for the hostages, and all hostages are at risk from each other's behavior.

Finally, these situations can go on a long time because of the reduced fatigue factor.

The good news is that based on the nature of the job and available research, probation and parole officers are most likely to find themselves in the safest of all hostage situations—an unplanned, criminal type where these is a single hostage and a single hostage-taker.

Recommendations for Agents Held Hostage

A number of behavioral do's and don'ts apply if an individual is taken as a hostage. For the most part, these principles apply to all the types and categories of hostage situations.

1. Don't panic. While this may be difficult, research data clearly demonstrate that an individual who can maintain some control and use the principles listed here has the best chance of surviving the ordeal.

2. Don't threaten or argue with your captor. This is not the time to challenge the hostage-taker's authority, behavior or control over you. Neither is it the time to attempt to counsel the individual.

3. Announce your behavior in advance. If you are not restrained and have some mobility, always inform the hostage-taker of your movements before acting. You do not want to have your movement misinterpreted. Also, move slowly—the hostage-taker may easily misinterpret sudden movements.

4. Buy time. There more time passes the better the chance a hostage will survive. An analysis of numerous hostage situations shows that the passage of time enhances the probability that a hostage will get out safely. Buying time is sometimes difficult to do because the natural inclination for most people is to force a resolution in order to manage their own anxiety and stress. Clearly, an officer needs to control this inclination.

5. Avoid "red-flag" subjects. If you know or suspect that certain topics will further excite the hostage-taker (such as religion or family relationships), avoid them at all costs.

6. Allow bonding to occur. A phenomenon recognized in many hostage situations is bonding between hostages and their captors. This is known as the Stockholm Syndrome (for the location where it was first recognized). Perhaps the best example of this occurring was in the Patty Hearst incident, in which she not only identified her hostage-takers but also attempted to protect them when they were apprehended.

To enhance this phenomenon, the hostage should take steps to make the hostage-taker see him or her as a person rather than a thing. It is harder to harm a person for whom you have developed feelings. Talk about your emotions (such as fear or not wanting to die or be injured), your family or the consequences if you or the hostage-taker die. Obviously, don't persist if this talk upsets your captor.

7. Don't be a spokesperson. In situations involving more than one hostage, do not become the spokesperson for the group. If someone is going to be killed as a message to the negotiators, spokespersons may be the first.

8. Find out what the hostage-taker wants. If a hostage negotiation team is in place, do not attempt to negotiate. Leave that to the experts. However, before they are in place, find out what the hostage-taker wants in exchange for your release. If it is within your power to do so, give the hostage-taker what he or she is asking for. Lying is perfectly acceptable in this situation—for example, promising amnesty when you do not have the authority.

9. Carefully consider trying to escape. If the opportunity to escape presents itself, take advantage of it. However, in doing so be very careful. If a hostage management unit is in place, be aware that the perimeter may be armed with sharpshooters trained to shoot anything that moves.

10. Try to communicate with the negotiators. If the hostage-taker is in communication with the negotiating team and you are given an opportunity to speak with the negotiators, by all means do so. Without upsetting the hostage-taker, provide as much useful information as you can—your condition and the condition (and number) of any other hostages, what type of weapons the hostage-taker has, and information about his or her identity and emotional condition.

11. Communicate the exit plan. If the hostage-taker wants to give up and surrender his or her weapon to you, make certain you communicate the exit plan with the hostage management team. It is critical for team members to be familiar with the exit plan and to be informed about what is occurring.

These do's and don'ts come from the analysis of numerous hostage situations around the world and from our own experience with hostage situations in California. While certainly not foolproof, they give an individual the best chance of surviving a hostage situation.

Concluding a Hostage Situation

Hostage situations usually are terminated in one of four ways. The following list goes from most common to least common:

1. Negotiations are successful and the hostage or hostages are freed. A hostage-taker may give up as the result of a combination of fatigue, diminished dedication to a cause, the effects of the Stockholm Syndrome, persuasion by the negotiators or others, or recognition of the futility of his or her action. This is by far the most frequent occurrence.
2. Escape of the hostage.
3. Assault on the hostage scene, with or without injuries or death.
4. Suicide by the hostage-taker, with or without death or injury to the hostage.

Making home calls to offender(s) places us at risk of being taken hostage.
While certainly not a frequent occurrence, probation and parole officers have in the past been taken hostage and held against their will for periods of time ranging from just minutes to several hours. The nature of their jobs—making unannounced home calls to convicted offender(s) who may be engaging in unlawful activities—places them in a very high-risk category.

Fortunately, there is now a considerable body of knowledge about these situations, including how to behave should an individual become a hostage. Further, the available data clearly shows that if certain behavioral principles are followed, the chances of surviving such an ordeal are significantly enhanced. This is particularly the case for the type of hostage situation in which an officer is most likely to find him or herself.

Because hostage situations are rare, the tendency is to overlook or ignore them. This can be a terrible mistake, not only in terms of personal safety, but also in potential civil liability. In that regard, hostage situations are much like weapons use. While they are very low frequency events, they nevertheless demand ongoing attention and training.

References:
Crisis Intervention. 1974. Field staff training course, LETRA. Campbell, Calif.
Emergency Preparedness. 1977. Institutional staff training course. LETRA. Campbell, Calif.
Albert G. Smith retired from the California Department of Corrections in 1990 after more than 30 years of service, including 17 as administrator of staff training for the Parole and Community Services Division. He is a frequent contributor to Corrections Today.

4.0 MISCONDUCT RULE VIOLATIONS AND SANCTIONS

.1 The following is a list of misconduct violations. The violations can be categorized as serious misconducts and minor violations. In the event that an inmate is charged with a minor violation concurrently with a serious misconduct, then the serious misconduct adjustment procedures shall be initiated.

.2 Greatest Misconduct Violations (6)

6 (1) Sexual Assault

6 (2) Killing

6 (3) Assaulting any person, with or without a dangerous instrument, causing bodily injury

6 (4) The use of force or threats to a correctional worker or the worker's family.

6 (5) Escape:

(a) From closed confinement, with or without threat of violence.

(b) From an open facility or program involving the use of violence or threat of violence

6 (6) Setting a fire.

6 (7) Destroying, altering or damaging government property or the property of another person resulting in damage of $1000 or more, including irreplaceable documents.

6 (8) Adulteration of any food or drink, which may result in serious bodily injury or death.

6 (9) Possession, introduction, or manufacture of explosive or ammunition.

6 (10) Possession, introduction or manufacture of any firearm, weapon, sharpened instrument, knife or other dangerous instrument.

6 (11) Rioting

6 (12) Encouraging others to riot.

6 (13) The use of force or violence resulting in the obstruction, hindrance, or impairment of the performance of a correction function by a public servant.

6 (14) Possession, tampering, compromising or manufacturing of any security equipment or locking mechanism, such as, but not limited, to handcuffs, handcuff keys, or any tool designed to lock or unlock any type of locking mechanism.

6 (15) Throwing or attempting to throw feces, urine, blood, or other types of bodily fluids (including spitting) at or on staff.

6 (16) Attempting, tampering, or obstructing the lawful collection of a urine sample.

6 (17) Extortion, blackmail, protection: demanding or receiving anything of value (goods, services, or money directly or indirectly) in return for protection against others, to avoid bodily harm, or under threat of informing.

6(18) Any lesser and reasonably included offense of the acts in paragraph (1) to (17)

6(19) Any other criminal act which the Hawaii Penal Code classifies as a class A felony.

.3 High Misconduct Violations (7).

7 (1) Fighting with another person

7 (2) Threatening another person, other than a correctional worker, with bodily harm, or with any offense against the other person or the other person's property.

7 (3) Assaulting any person without weapon or dangerous instrument.

7 (4) Escape from an open institution or program, conditional release center, work release center or work release furlough, which does not involve the use or threat of violence.

7 (5) Attempting, planning, aiding or abetting an escape, including creating or possessing a dummy or dummy-like object.

7 (6) Destroying, altering or damaging government property or the property of another person resulting in damages between $500 - $999.99.

7 (7) Adulteration of any food or drink, which could or does result in bodily injury or sickness.

7 (8) Possession of an unauthorized tool.

7 (9) Possession, introduction, manufacturing or use of any narcotic paraphernalia, drugs, intoxicants or alcoholic beverages not prescribed for the individual by the medical staff, which includes any form of being intoxicated.

7 (10) Possession of any staff member's clothing or equipment.

7 (11) Encouraging or inciting others to refuse to work or to participate in work stoppage.

7 (12) The use of physical interference or obstacle resulting in the obstruction, hindrance, or impairment of the performance of a correctional function by a public servant.

7 (13) Giving or offering any public official or staff member a bribe.

7 (14) Flooding, plugging, or attempting to flood or plug an apparatus, which causes potentially unsanitary or unsafe environment.

7 (15) Any deviation from the following: date of validity, time expiration, destination, and purpose/intent of any furlough pass.

7 (16) Any Lesser and reasonably included offense of paragraphs (1) to (15).

7 (17) Any other criminal act which the Hawaii Penal Code classifies as a class B felony.

.4 Moderate Misconduct Violations (8)

8 (1) Engaging in sexual acts.

8 (2) Making sexual proposals or threats to another.

8 (3) Indecent exposure.

8 (4) Wearing a disguise or a mask.

8 (5) Destroying, altering or damaging government property or the property of another person resulting in damages between $50 - $499.99.

8 (6) Theft.

8 (7) Misuse of authorized medication.

8 (8) Possession of unauthorized money or currency.

8 (9) Loaning of property or anything of value for profit or increased return.

8 (10) Possession of anything not authorized for retention or receipt by the inmate/detainee and not issued to the inmate/detainee through regular institutional channels.

8 (11) Refusing to obey an order of any staff member, which may include violations in the low moderate category.

8 (12) Failing to perform work as instructed by a staff member.

8 (13) Lying or providing false statements, information, or documents to a staff member, government official, or member of the public.

8 (14) Counterfeiting, or unauthorized reproduction of any document, article or identification, money, security, or official paper.

8 (15) Participating in an unauthorized meeting or gathering.

8 (16) Being in an unauthorized area.

8 (17) Failing to stand count or interfering with the taking of count.
8 (18) Gambling, preparing or conducting a gambling pool, or possession of gambling paraphernalia.
8 (19) Unauthorized contacts with the public or other inmates.
8 (20) Giving money or anything of value to or accepting any money or anything of value from an inmate/detainee, a member of the inmate's/detainee's family or friend.
8 (21) Smoking where prohibited.
8 (22) Tattooing or self-mutilation or possession tattooing tool/implements.
8 (23) Harassment of employees.
8 (24) Any lesser and reasonably included offense of paragraphs (1) to (23).
8 (25) Any other criminal act which the Hawaii Penal Code classifies as a class C felony and misdemeanor.

§707-732 Sexual assault in the third degree. (1) *[Repeal and reenactment on June 30, 2003. L 2002, c 36, §3.]* A person commits the offense of sexual assault in the third degree if:

(a) The person recklessly subjects another person to an act of sexual penetration by compulsion;

(b) The person knowingly subjects to sexual contact another person who is less than fourteen years old or causes such a person to have sexual contact with the person;

(c) The person knowingly engages in sexual contact with a person who is at least fourteen years old but less than sixteen years old or causes the minor to have sexual contact with the person; provided that:

(i) The person is not less than five years older than the minor; and

(ii) The person is not legally married to the minor.

(d) The person knowingly subjects to sexual contact another person who is mentally defective, mentally incapacitated, or physically helpless, or causes such a person to have sexual contact with the actor;

(e) The person, while employed in a state correctional facility;

(i) By a private company providing services at a correctional facility;

(ii) By a private company providing community-based residential services to persons committed to the director of public safety and having received notice of this statute; or

(iii) By a private correctional facility operating in the State of Hawaii, knowingly subjects to sexual contact an imprisoned person, a person committed to the director of public safety, or a person residing in a private correctional facility operating in the State of Hawaii or causes the person to have sexual contact with the actor; or

(f) The person knowingly, by strong compulsion, has sexual contact with another person or causes another person to have sexual contact with the actor.

Paragraphs (b), (c), (d), and (e) shall not be construed to prohibit practitioners licensed under chapter 453, 455, or 460, from performing any act within their respective practices.

(2) Sexual assault in the third degree is a class C felony. [L 1986, c 314, pt of §57; am L 1987, c 181, §11; am L Sp 2001 2d, c 1, §§2, 7; am L 2002, c 36, §2]

§707-731 Sexual assault in the second degree. (1) A person commits the offense of sexual assault in the second degree if:

(a) The person knowingly subjects another person to an act of sexual penetration by compulsion;

(b) The person knowingly subjects to sexual penetration another person who is mentally defective, mentally incapacitated, or physically helpless; or

(c) The person, while employed:

(i) In a state correctional facility;

(ii) By a private company providing services at a correctional facility;

(iii) By a private company providing community-based residential services to persons committed to the director of public safety and having received notice of this statute;

(iv) By a private correctional facility operating in the State of Hawaii; or

(v) As a law enforcement officer as defined in section 710-1000(13),

knowingly subjects to sexual penetration an imprisoned person, a person confined to a detention facility, a person residing in a private correctional facility operating in the State of Hawaii, or a person in custody; provided that paragraph (b) and this paragraph shall not be construed to prohibit practitioners licensed under chapter 453, 455, or 460, from performing any act within their respective practices; and further provided that this paragraph shall not be construed to prohibit a law enforcement officer from performing a lawful search pursuant to a warrant or exception to the warrant clause.

(2) Sexual assault in the second degree is a class B felony. [L 1986, c 314, pt of §57; am L 1987, c 181, §10; am L 1997, c 366, §1; am L 2002, c 36, §1]

INMATE THINKING ERRORS & CRIMINAL THINKING

(Yokelson and Samenow)

- Closed thinking not receptive to feedback from others, not self critical;
- Victim stance views self as a victim and blames others;
- Views self as a good person fails to acknowledge own destructive behavior,
- builds self up at others' expense;
- Lack of effort unwilling to do anything perceived as boring, has an "I can't" attitude;
- Lack of interest in responsible performance responds only if there is an immediate payoff;
- Lack of time perspective does not learn from the past, inability to delay gratification;
- The fear of fear denies fear in self and attacks fear in others;
- The power thrust uses intimidation to control others;
- Uniqueness different from and better than others, rules do not apply to them; . Ownership perceiving all things and people as objects to possess.

(Milkman)

- Personal Responsibility: You are in prison now because you had a run of bad luck.
- Criminal Rationalization: The real reason you are in prison is because of your race.
- Street Values: If someone disrespects you, you have to straighten them out even if you have to get physical.
- Cold Heartedness: You do not worry about hurting someone's feelings.
- Power Orientation: When people tell you what to do, you become aggressive.
- Entitlement: Society owes you a better life.
- Mollification, You find yourself blaming the victims of some of your crime.

(Others)

- Identification: Everybody does it. The only difference between you and me is you never got caught.
- Justification: If they had taken better care of their property I wouldn't have been able to take it. They deserve to lose it. It's their fault.
- Blame: My PO (probation or parole officer) didn't like me. The victim wasn't going to press charges but the police forced them to. The policeman had a quota to fill.
- Minimizing: What I did is not so bad, I never really hurt anyone.
- Consequences: I said I was sorry, that should have been the end of it.
- Empathy: I don't feel sorry for them. What I did doesn't really affect them.
- Gratification: Seeks immediate gratification, fails to see the importance of earning privileges.
- Self Centered: Overwhelming and pervasive thinking and behavior that is self serving to an extreme at the expense of others rights

MORE THINKING ERRORS

1. Closed Channel Thinking
--Not Receptive
--Not Self Critical
--No Disclosure
   a) Good at pointing out, giving feedback on faults of others
   b) Lies by omission

2. Victimstance
   a) Views self as victim (the criminal will even blame social conditions)
   b) Blames others

3. Views Self As A Good Person
   a) Focuses only on his/her positive attributes
   b) Fails to acknowledge his/her destructive behavior
   c) Builds self up at others expense

4. Lack Of Effort
   a) Unwilling to do anything he/she finds boring or disagreeable
   b) "I can't" meaning "I won't"

5. Lack Of Interest In Responsible Performance
   a) Responsible living viewed as unexciting and unsatisfying
   b) No sense of obligation
   c) Will respond only if he/she nets an immediate payoff

6. Lack Of Time Perspective
   a) Does not use past as a learning tool
   b) Expects others to act immediately on his/her/demands
   c) Decisions on assumptions, not facts

7. Fear Of Fear
   a) Irrational fears (many) but refuses to admit them
   b) Fundamental fear of injury or death
   c) Profound fear of put down
   d) When held accountable experiences "zero state" - feels worthless

8. Power Thrust
   a) Compelling need to be in control of every situation
   b) Uses manipulation and deceit
   c) Refuses to be dependant unless he/she can take advantage of the situation

9. Uniqueness
   a) Different and better than others
   b) Expects of others that which he/she fails to meet
   c) Super-Optimism - cuts fear of failure
   d) Quits at the first sign of failure

10. Ownership Attitude
   a) Perceives all things, people, objects to possess
   b) No concept of ownership, rights of others
   c) Sex for power, control, and self gratification - not intimacy

STATE OF HAWAII DEPARTMENT OF PUBLIC SAFETY

CORRECTIONS PROGRAM SERVICES

AGREEMENT BETWEEN CONTRACT EMPLOYEE AND

THE DEPARTMENT OF PUBLIC SAFETY

Date: 4-2-09

David Dameron, PhD of IPG, Inc. will provide services for
Name of Contract Staff Name Of Agency

The Department of Public Safety inmates.

I have received and understand the Handbook For Contract Employees that contains the rules and regulations regarding confidentiality, mandatory reporting, sexual assault, professional conduct, and Code Of Ethics. I agree to abide by all the rules and Policies and Procedures of the Department of Public Safety. I understand that my failure to do so may result in my termination from being allowed to work with Department inmates.

Signature of Contract Employee Date 4-2-09

Darlene Dameron 4-2-09
Witness Date

SPO-H (Rev. 4/06)

CONTRACT NO. _____

Attachment 2

TIME OF PERFORMANCE

This agreement shall be for a six month period commencing April 1, 2009 up to and including September 30, 2009, or on the start date stated on the Notice to Proceed. This agreement may be extended for three (3) additional twelve-month periods, or portion(s) thereof, upon prior mutual agreement in writing and subject to the availability of funds beyond June 30, 2009.

CONTRACT NO. _____

Attachment 3

COMPENSATION AND PAYMENT SCHEDULE

Compensation

Payment to the Provider shall be made based on the Cost per Service Unit per Service Component and the Number of Service units provided. The Provider shall not be compensated for any time spent in consultation with Department staff regarding curriculum development, staff meetings and case conferences.

Total payment for the initial contract period shall not exceed FORTY-EIGHT THOUSAND AND NO/100 DOLLARS ($48,000.00).

SERVICE COMPONENT	COST PER SERVICEUNIT
ASSESSMENT	$133.00 / hour
TREATMENT PLANS	$133.00 / hour
INDIVIDUAL COUNSELING	$133.00 / hour
GROUP COUNSELING	$133.00 / hour
FAMILY THERAPY	$133.00 / hour
AFTER CARE SERVICES	$133.00 / hour

Payment Schedule

Provider shall be compensated monthly on a service unit basis. Provider shall submit an original invoice and two copies each month indicating the contract number, service component, number of service units provided, and payment due. If a Sub-Providers performed the services indicate full business name of sub-provider. All invoices shall be accompanied by documentation and shall include:

a. The date and time of each session, whether completed or interrupted, for each service component.
b. An original roster of inmates who attended each session, with each inmate's name.
c. A signed copy of the Attendance Sheet by the Service provider as to the accuracy and authenticity.
d. For absent inmates, whether they were excused or unexcused, and the reason for their absence.