

X
WOMEN CORRECTIONAL OFFICERS IN THE
CALIFORNIA DEPARTMENT OF CORRECTIONS

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EXECUTIVE SUMMARY

This study of women correctional officers working in California's institutions for male felons was funded by the National Institute of Justice and conducted by researchers of the California Department of Corrections. The three major objectives of the study were to produce a demographic profile of the women officers, to assess the ability of the women officers to perform the job, and to assess the attitudes of staff and inmates toward the women officers. In essence, the study represents a report on the progress being made toward integrating women into non-traditional jobs of one of the nation's largest correctional agencies.

Study Methodology

All 11 institutions for men operated by the California Department of Corrections were surveyed. A census was taken of all 386 full-time women correctional officers working in these institutions to collect demographic data. In addition, a comparison group of 168 men and 168 women correctional officers, matched in terms of age and institutional experience, was studied in terms of comparative job performance, commendations and reprimands received, use of sick leave, and attrition. Finally, 182 men officers, 59 women officers, and 400 men inmates were surveyed by questionnaire

to determine their attitudes regarding women officers working in institutions for men.

Study Findings

Officer Characteristics

Compared to her male counterpart, the woman officer is more likely to be an ethnic minority. Women officers are younger, less likely to be married, but equally as likely to have dependent children. The equal likelihood of having dependent children, while at the same time having a lower marriage rate, suggests that many of the women officers have custody of children from prior marriages and are performing the role of single parents. Women officers are more likely to possess a Baccalaureate degree and to have majored in the social sciences. Prior to becoming an officer, women were more likely to have held a lower paying job than their male counterparts. Women tended to have worked in the clerical, sales, and food service fields. Men were much more likely to have had prior experience in military service, criminal justice, or in skilled and unskilled trades.

Women officers present a sharp contrast to men officers. They have had very different educational and career experiences before becoming officers.

Privacy

A substantial majority of inmates felt the presence of women officers did not invade their privacy. Yet, among those who chose to offer written comments, the single topic of most concern was the presence of women in housing, toilet, and shower facilities. Even so, while this subject

remains an issue, there are indications that it is becoming of less concern to most inmates. More than two-thirds of the inmates felt the presence of women officers improved the prison environment. A majority of the men officers disagreed.

Performance

No significant difference was found between comparison group men and women officers on any performance indicator, including supervisory job performance evaluations, numbers of commendations and reprimands awarded, and use of sick leave.

On none of the principal correctional officer assignments did a majority of the inmates feel women officers were less effective than men, but a majority of the men officers felt women were not as effective as men when assigned to the yard, search and escort, security housing, and the security squad.

In performing tasks requiring physical strength, such as the use of force to control inmates, a majority of the men officers and inmates were in consensus that women officers were not as effective as men.

Safety

Nearly all of the women officers and two-thirds of the inmates felt women officers do not endanger the lives of either the men officers, for whom they provide back-up

coverage, or the inmates, whom they supervise. In contrast, little more than one-third of the men officers felt women officers backed-up their partners as well as a man and less than half of the men officers felt women officers do not endanger the lives of inmates.

Concerning inmate assaults against officers, the growth in the number of assaults on women is paralleled by a corresponding increase in the number of assaults against men officers.

Assignments

Women officers are less likely than men officers to be assigned the full range of correctional officer positions within an institution. Women officers are more likely than men officers to be assigned to positions with less inmate contact.

Training

The Department is inconsistent in orienting new men and women officers to a sexually integrated work environment and provides little formal training in this area. The informal system for on-the-job training is not appropriate for women entering an unreceptive work setting.

Resistance

Women officers continue to face problems on-the-job resulting from the resistance of men officers to their presence. Yet, there are indications of increasing acceptance

of women officers among the inmates.

All respondent groups agreed that substantial resistance to women officers exists, but of the men officers, nearly two-thirds perceived more resistance to women officers among inmates than actually exists. In contrast, women officers perceived more acceptance and less resistance to their presence than was perceived by men officers.

Men officers were essentially split but the women officers and inmates felt strongly that women should be hired as correctional officers.

Hiring and Terminations

In spite of the Department's Affirmative Action objectives to increase the number and proportion of women officers, eligible women are being hired at a slightly lower rate than are eligible men. Additionally, the Physical Ability Tests adopted in 1981 eliminates a significantly greater percentage of women candidates than of men.

A significantly greater percentage of women officers also terminate from the position of correctional officer than men, and this also makes it difficult to increase the number and proportion of women officers.

Summary

The success of the Department's efforts to integrate women into its correctional officer work force is evident by

the steady growth in the numbers of women working at all of its institutions. Moreover, in the comparison group, men and women correctional officers are being promoted to sergeant in equal proportions.

While the study found no substantial differences in job performance, numbers of commendations and reprimands received, and use of sick leave between the men and women officers, there remains, however, significant resistance among the men officers to the presence of their women counterparts. Attention in this area is needed.

As a result of the major findings of this study, it is concluded that sex is not a bona fide occupational qualification for employment as a correctional officer in an institution for men.

CHAPTER ONE

INTRODUCTION

Following the gubernatorial election of 1974, significant changes took place regarding the status of women working in California State Government. For the first time, to any great extent, women were provided an opportunity to assume important decision-making roles. Since 1974, women have been appointed heads of such major departments of state government as Finance, Employment Development, Consumer Protection, Motor Vehicles, Transportation, Youth Authority, and more recently, the Department of Corrections. During this period, women were availed of opportunities to enter fields previously closed to them. In particular, the male-dominated field of Criminal Justice opened its ranks to women. Today, significant numbers of women are serving as peace officers in the State Highway Patrol and State Police as well as correctional officers in male institutions.

The employment of women as correctional officers in prisons where male felons are incarcerated signaled major changes in the role of women in the California Department of Corrections. Historically, no women were employed in custody positions in men's prisons; only nursing, teaching, and clerical positions were open to women. A small number of women worked as correctional officers in the early seven-

ties; however, their job assignments were limited to tasks peripheral to operating the institution. Often these women officers were little more than clerical workers in uniform. Women were also absent from higher levels and positions in prison management as these positions were usually filled from within the ranks. Therefore, those women who gained entry into the prisons as correctional officers were also eligible for all of the other prison positions. Currently women are represented in all ranks and levels of management in the men's prisons, including Superintendent, the top post.

The integration of women into the all-male staff of men's prisons was a great social change, creating new situations for all persons in the prison environment. At the outset, there was concern among career administrators and others in the Department as to whether or not the women officers could, in fact, perform the job of correctional officer, and if so, whether or not the women would be able to perform the full spectrum of institutional assignments. There was also concern about the safety of women officers and of their male counterparts as well, counterparts who would depend upon them for back-up; furthermore, the safety of the inmates who would be under the supervision of the women officers was also considered. Fears were expressed that the very presence of women in the prisons would lead to disaster. Many felt that women officers were imminently in

danger of inmate attack and rape. Some doubted a woman's capacity to remain rational during an incident, as they believed that women were likely to panic or to become emotionally unstable during crises. Then there were those who felt that the prison was not an appropriate environment for women. In short, the entry of women correctional officers into men's prisons raised great controversy.

On January 1, 1982, six years after a vanguard of women broke the male tradition in actual correctional officer roles, 661 women officers were working full-time in the 11 men's prisons of California. Presently, the mass media seldom request interviews as they once did; now women officers working the prison yard are commonplace. During this time, earlier issues have been discounted: inmates did not respond to the presence of women officers with a greater number of assaults of any kind, and no woman officer has been raped. Yet, other issues remain. One is whether or not the presence of women officers in housing units violates the rights of inmates to privacy, and another is sexual harassment. A civil suit against the Department of Youth Authority regarding women custodial staff and inmate privacy is before the state appellate court. Five women officers have filed formal charges of sexual harassment against male custody staff at one prison. This case is also in litigation.

These issues and others confronting California prison

administrators regarding women officers are of national interest. Many states are undecided about opening their doors to women officers; and, in other states, programs to recruit and employ women as officers are in the planning stage. The Federal Government has brought a case against the state of Indiana because of that state's restrictions on employment of women at male institutions. In all instances empirical data on which to base decisions is scant.

Because of the national implications of the indicated issues and concerns, a study of women correctional officers in the California Department of Corrections was funded by the National Institute of Justice and begun in 1980. The study had three major purposes: 1) to address the concerns about women's ability to perform the job of correctional officer; 2) to assess the attitudes of staff and inmates toward women officers; and 3) to develop a demographic profile of women officers.

This study is reported in six chapters. Chapter Two contains the literature review. In addition to a discussion of the expanded role of women in the workforce, summaries of studies on women in the military, policing, and corrections are presented. The methodology of this study follows, listing the types of data collected and describing the sample selection procedures and the data collection instruments. Major findings comprise the fourth chapter, which is followed by detailed findings in Chapter Five.

The final chapter is a discussion of the results of the study. Concluding the report are a discussion and the conclusions reached in this study regarding the integration of women correctional officers into the prison work force. Because some readers will not be familiar with the California Department of Corrections, Appendix B contains descriptions of the seven male California institutions studied. Also, the demographic profile of women correctional officers based on a survey of 100 percent of those who were working in male institutions at the time data were collected is presented in Appendix A.

CHAPTER TWO
LITERATURE REVIEW

Evolution of Women in the Work Force

Characteristics

The dramatic influx of women into the American workforce has been described as "The single most outstanding phenomenon of our century. . . we must not underestimate the cumulative implications" (Boer, 1980). The statistics paint an picture of amazing growth. Between 1890 and 1978, the female labor force rate in the United States grew from 18 percent to 50 percent while the male work force rate declined from 84 percent to 78 percent (Smith, 1979). Three out of every five workers added to the labor force since 1947 have been women with only 40 percent of this increase attributed to population growth (Slater, 1979). Finally, the number of working women in the United States doubled between 1950 and 1974 (Lazer and Smallwood, 1977).

Currently women represent 42.5 percent of the total labor force. In fact, 51.2 percent of all women were working in 1980. Over half of the women working are aged between 25 and 34 ("Perspectives on Working Women", 1980). The United States Bureau of Labor Statistics predicts the continual growth of women in the labor force, increasing by one million women each year during the 1980's ("Working

Women", 1979).

Data from the Bureau of Labor Statistics show that currently 75 percent of all employed women work full-time ("Perspectives on Working Women", 1980). In fact, 83.6 percent of all working women were employed continuously through 1978. Women comprised only 43.5 percent of all unemployed persons in 1980, 45 percent of these women were aged 55 or older.

Even though women represent a large portion of employed persons, they are highly concentrated in only a few occupational categories. Women comprise 80 percent of all clerical workers, 59 percent of all service workers, and 45.5 percent of all sales workers. Women account for 43 percent of all professional and technical workers; however, 52 percent of the women in this occupational category are in the area of nursing or precollege teaching. Women represent only 8.8 percent of all protective service workers ("Perspectives on Working Women", 1980). Not only are women concentrated in a few job categories, but they also continue to earn less than men. In 1978, the median income of women working full-time was \$9,350.00 or 59 percent of the median male income. That gap has remained about the same over a number of years: in 1967 women's income was about 58 percent of the median male income (Russell, 1980). Currently, women working full-time earn only about six dollars for every ten earned by men ("Perspectives on Working Women", 1980).

Married Women. Approximately 55 percent of all working women are married and living with their husbands. Sixty-eight percent of all married women work full time ("Perspectives on Working Women", 1980). However, on the average, a working wife contributes only 26 percent of her family's overall earnings (Linden, 1981). Forty-three percent of working wives had children under the age of six ("Perspectives on Working Women", 1980); and the March 1978 Current Population Survey shows that 57 percent of mothers with school-aged children worked ("Openers", 1979).

Female Headed Families. According to the Census Bureau, one out of every seven families is headed by a woman (Russell, 1981). Two-thirds of these families have children under the age of 18. Sixty percent of the women heading a family are employed. However, most of the employed female family heads (57%) work in clerical or service occupations, and only 20 percent are employed in professional or managerial positions.

The median income for female headed families in 1978 was 48 percent of the median income of all United States families, \$8,500 as opposed to \$17,600. Female headed families represent 15 percent of all American families, but account for 54 percent of all families with incomes below \$4,000 (Russell, 1981).

Education. The proportion of women with college degrees is also increasing. In 1970, only 10.7 percent of all

working women had four or more years of college. In 1979, 15 percent of all working women had degrees compared with 19 percent of all working men ("Perspectives on Working Women", 1980). In fact, in 1970 there were 69 women for every 100 men enrolled in college. In 1978, 92 women were enrolled for every 100 men. Nearly half of all college degrees and 24 percent of all doctorates awarded in 1977 went to women (Russell, 1980).

These statistics demonstrate that the increase in female labor force participation is a fairly recent phenomenon. Most women participating in the labor force today are between the ages of 25 and 34, better educated, married, and have school age children. The statistics also reveal a continuation of the earnings gap as well as the continuing concentration of women workers in low-paying occupations. The plight of the female family head is even more serious, indicating a higher poverty rate and employment in low-paying jobs. These statistics are not especially encouraging during an era of legal and constitutional changes brought about to alleviate the injustices that working women encounter. In spite of the Equal Pay Act of 1963 and Title VII of the Civil Rights Act of 1964, the median income of a female college graduate working full time is below the median income of a male high school drop-out (Smith, 1979).

Changing Attitudes

As reported in Secretary ("Traditional Roles", 1980),

Virginia Slims conducted various polls of women's attitudes in 1970, 1972, 1974, and 1980. It is possible to trace how attitudes have changed throughout the years through the results of the polls.

A significant result of the 1980 poll is the indication that a growing number of women entering the work force did so for career purposes. In 1970, 39 percent of the women respondents planned to make their jobs full-time careers; in 1980, the number of women choosing to do so increased to 45 percent. Also the growth in the number of women working full-time is reflected in the polls: in 1970, only 18 percent of the women respondents worked full time. By 1980, this had increased to 35 percent. The primary reason given for full-time employment was money. In response to the question, "Why are you working?", 43 percent of the women said to bring in extra money, 27 percent to support themselves, and 19 percent to support their families.

Throughout the years, there has been an increase in the support of women's issues. In 1970, only 40 percent of the women respondents supported efforts to strengthen and change the status of women; in 1980, 64 percent approved of such efforts.

The results of these polls are encouraging in that they reflect changes in the attitudes of men and women toward women. Additionally, these polls show that traditional sex roles and stereotypes are in the process of being reshaped.

Sexual Harassment

The Equal Employment Opportunity Commission (EEOC) specifically defines sexual harassment as an illegal act. According to EEOC definitions, sexual harassment is an unwelcomed verbal or physical sexual advance which interferes with an individual's work performance or such continuous advances made with the intent of achieving sexual favors. The EEOC also makes it clear that companies will be held responsible for such actions by their employees.

Statistics indicate 50 percent of all women in the workplace have been subject to verbal or physical harassment (Eason, 1981). But, according to the Working Women's Institute, a sexual harassment counseling service in New York, 50 percent of those who are harassed fail to report it. Susan Meyer, the executive director explains why women fail to report incidents of sexual harassment: "Very often we ignore our feelings about it. There is a lot of ambivalence among women because society blames us for men coming on to us" (Eason, 1981).

The Harvard Business Review (Collins and Blodgett, 1981), in conjunction with Redbook magazine, conducted a survey assessing current opinions and attitudes regarding sexual harassment. They concluded that men and women, in general, agree on what constitutes sexual harassment but disagree on how often it occurs. Two-thirds of the men think that "the amount of sexual harassment at work is

greatly exaggerated." Only one-third of the women agree with this statement.

Responses from the survey show that, unfortunately, the most pervasive forms of harassment are those that are the hardest to prove and the most impractical to take action against, such as the dirty jokes and innuendos. According to women respondents, these are also the most obnoxious forms of sexual harassment.

An important finding of the survey is reflected in the numerous responses clearly indicating that sexual harassment is seen as a "power" issue. The perceived seriousness of the harassment seems to depend directly upon who is making the advance and the victim's perception of the consequences. Respondents were asked to rate various situations. Situations involving the behavior of a supervisor were rated more serious and threatening than those involving a co-worker. These responses reflect the belief that a power relationship implicitly carries a coercive threat and influences the perceptions of harassment.

Most of the respondents favored company policies against sexual harassment; yet, few companies have such policies. Seventy-three percent of the surveyed executives favored a management statement to all employees disapproving of sexual harassment, while only 29 percent reported that their companies have issued such statements.

To gain top management's understanding of harassment

and its negative effects on women employees, most women respondents felt helpless. Women stated several reasons for hesitating to report sexual harassment incidents: guilt feelings that perhaps the incident was invited subconsciously, concern over being accused of inviting the advance, fear of being punished for such reports by being passed over for raises and promotions or the possibility of being given less attractive assignments, concern about being ostracized by fellow employees, fear of the publicity involved, and being unsure of exactly what "harassment" constitutes.

Among those women who fight a sexual harassment case, most find it an emotionally draining battle, resulting in depression, periods of self doubt, and loss of self esteem. Their personal relationships often suffer; they feel less confident about their work performance; and they are shunned by other workers as troublemakers (Eason, 1981).

The humiliation of realizing they have been victimized oftentimes is debilitating to a person's self-concept. Women are unraveled by these experiences, since many never consider that it could happen to them. As a New York based psychiatrist said, "Women are taught that men are there to take care of them. It's hard to think that a man who is there to protect you is also assaulting you" (Eason, 1981).

Fighting a court case is a costly and exhausting process that requires a good lawyer and plenty of stamina. One

needs to present evidence supporting the claim of sexual harassment. Evidence needed includes witnesses to incidents, memos, letters, people with similar experiences, personnel files, the hiring procedure of the supervisor, the statistics showing actual hiring practices, and employment records.

A court case is a long, drawn out, emotional affair. It requires strength and determination. Even with a successful case, the results often are long in coming. Diane Williams, the first person to win a sexual harassment case, has yet to collect the money awarded to her in 1972 (Eason, 1981). Before winning her case she had gone through two administrative hearings within the department where she was employed and three different courts.

Even with recently won court cases and specific guidelines set by the EEOC, the price associated with confronting the issue of sexual harassment remains high. The EEOC guidelines are a giant step towards eliminating the problem, and the reaction of management to these guidelines as revealed in the Harvard/Redbook survey is encouraging. Still it is an arduous legal and emotional process that women must endure to fight sexual harassment. Presently, many people continue to be unaware of words and actions which threaten and offend women. There is a need to find ways to educate and sensitize people on this issue so that the problem, perhaps, can be eliminated.

Tokenism

Tokenism, defined as being in a visible yet insignificant job, is a serious concern for women. Tokenism works against an effective integration of women into the corporate world of men, for it prevents the development of a relationship where both men and women see each other as equals. Without developing this kind of mutually-perceived equal relationship, the executive may perceive his traditional male role as being threatened if women are admitted to significant jobs.

Women and men in our western society often have little contact with each other as peers. Through an indoctrination into socially approved masculine or feminine roles, one tends to have limited experience with behavior that is contrary to these socially learned roles. Consequently, the relationships in which males and females encounter each other are very limited (Schwartz & Rago, 1973).

Often women in supervisory or administrative roles encounter various coping techniques men have devised to deal with women in those roles in which men have trouble accepting women incumbents. According to Schwartz et al. (1973), some of these techniques include the avoidance of situations through isolation from the influence of women, the withholding of help and information a woman may need to perform her job successfully, or an unconscious attempt to sabotage the effectiveness of a woman. Schwartz et al.

(1973) go on to say that men experience a conflict with women as peers. While many male executives intellectually believe women should use their talents and education, they also have mixed emotions about offering women the same professional opportunities as men. This is due to the restricted conception that men have of appropriate roles for women.

Romance in the Workplace

Organizational researchers claim that the work place is a natural environment for romance. This is because corporate affiliation, the pursuit of similar goals, and power relationships tend to foster attraction (Jacobs, 1981). Additionally, research on body language has shown that the dynamics of same-sex interactions and opposite sex interactions impart different messages. Research indicates that when a man touches another man on the arm, back, or shoulder, subtle messages of dominance and submission are being exchanged. However, if a woman behaves similarly it is perceived as sexual communication (Jacobs, 1981). Between men eye contact longer than ten seconds conveys hostility or aggression; between a man and a woman prolonged eye contact is interpreted as flirting (Jacobs, 1981).

Behavior that doesn't fit culturally learned expectations leads to confusion and misinterpretation. A woman acting in a dominant role at the work place usually uses interactive behavior that doesn't fit the learned expect-

tations of men regarding women. Again "power" comes into play with the perception and interpretation of behaviors toward men by men in subordinate positions. It is important for both sexes to have adequate training and information on how to deal with this type of confusion.

Occupational Sex Segregation

The fact that segregation by sex is prominent in today's work force is well documented. The reduction of sex segregation and unequal work status has not smoothly followed the tremendous increase in female labor force participation (Cooney, 1978). Nearly 80 percent of all working women are still concentrated in traditional clerical, sales, service, and light factory jobs.

Sex segregation affects many aspects of women and work: earning differentials, career mobility, and job performance evaluations.

Earning Differentials

"The fact now is that it takes two paychecks to support a family. But the two paycheck family is in reality a one-and-a-half paycheck family. No one can ignore it" (Footluck, Camper, & Clausen, 1981).

The earnings gap between male and female wages still exists, even with legislation such as the Equal Pay Act and the Civil Rights Act of 1964. Currently, the median income for women is approximately 60 percent of the median income

for men (Russell, 1980). This gap has not improved throughout the years; it has been at the same level since 1961 (Bouvier, 1981). In fact, women need to work about nine days to gross the same income men would earn in only five days (Bouvier, 1981).

Occupational sex segregation plays a critical role in the explanation for this earnings differential. In a study conducted by Rytina (1981), it was concluded that in occupations where women are only a small portion of the workers, the earnings of the women were considerably lower than those of their male counterparts. Occupational sex segregation had a negative impact on female earnings, contributing to the persistent male/female earnings differential.

The same study concluded that women's earnings come closer to men's earnings in occupations which are heavily female dominated (however, these occupations are lower paying ones). Among waitresses and waiters, an occupation which is 93 percent female, women earned 74 percent of the men's income. Women in elementary education earned only 86 percent of the earnings of males in elementary education, an occupation which is 84 percent female (Rytina, 1981). Full-time women clerks earn only 62 percent of what their male counterparts earn (Linden, 1981). Income disparity still exists -- even in occupations composed primarily of females.

A study done by Budes and Burk (1978) arrived at similar conclusions. They concluded that income disparities in male and female-type jobs are nearly as sizable as the income differences between males and females. The researchers found that making separate adjustments for two particular variables did not eliminate the difference. The first variable was the average qualifications of job incumbents which reflected prior discrimination and resulted in different work-history patterns for women. The second variable was for measures of skill and complexity needed in the occupation. Both of these, the researchers concluded, acted independently and each had a noticeable effect on income differentials but not enough to account for them entirely.

Career Mobility

Research has documented the negative impact of stereotypical thinking about sex roles on decisions relating to job applicants. As reported in Schein (1978), Rosen and Jerdee (1974) found that when asked to select applicants for employment who differed only in sex, respondents tended to select males. Cohen and Bunker (1975) found that males, compared to females, were more likely to be chosen for male oriented positions. Whereas females, as opposed to males, were more likely to be selected for female oriented positions.

Being chosen for a job based upon sexual stereotypes can

produce segregated placement of males and females. Women are often placed in staff positions as opposed to line positions due to perceived female attributes. Once in these positions, women are less likely to acquire the skills and experience necessary for promotion into line jobs, jobs which offer greater upward mobility (Schein, 1978).

A study conducted by Rosenfeld and Sorenson (1979) concluded that observed differences in mobility patterns are, primarily, the result of occupational sex segregation. Employment histories and employers' perceptions of the suitability of an employee for training account for some of the differences in mobility.

In a survey of women in managerial positions, Kinman (1980) asked what factors these women feel inhibit their progress in a career. Interestingly, the women blamed their own shortcomings, not external influences. Instead, they cited a lack of confidence, lack of willingness to take risks, and lack of assertiveness. However, the majority of the surveyed women showed an interest and motivation toward upward career mobility. Within the last six months, 68 percent of the respondents had been involved in career development programs; most, 80 percent, said they had sought out the programs themselves. Of these, 22 percent were willing to pay for the programs out of their own pockets. Thirty-one percent reported that they had changed jobs to advance to their current position.

Job Performance Evaluations

If the acceptance of sex role stereotypes affects the perceived potential ability of a woman, as demonstrated by the studies of Rosen and Jerdee (1974) and Cohen and Bunker (1975), then it seems to follow that this acceptance would also affect performance evaluations. Studies concerned with sex stereotyping and managerial skills indicate a strong bias against women (Gold, 1978). Studies not dealing with managerial skills show no overall differences in the degree of ability, intelligence, or competence attributed to men and women (Gold, 1978). While such may be the case, male respondents are more likely to perceive women as less competent and able than men. In a study by Cline, Holmes, and Werner (1977), the researchers concluded that opposite sex combinations in rater-ratee situations produced devalued ratings when compared with same sex rater-ratee situations.

Two other studies (Hamner, Kim, Baird, & Bigoness, 1974, and Bigoness, 1976) found that performance evaluations were influenced by the sex of the performer. In these studies, the results were in favor of females. This was true only in situations where performance criteria were objectively defined. In such cases, high performing females were rated more favorably than high performing males (Shein, 1978). However, other studies show that when success in females is contrary to expectations, the success is rarely attributed to ability. Gailand and Price (1977) found that

males who had negative attitudes towards women managers were more likely to attribute female success to luck or an easy job. While stereotypical expectations produce a positive bias in favor of women's performance, the success of the women is often attributed to factors unrelated to ability (Schein, 1978).

Petty and Miles (1976) found results that support the sex role congruency notion. Women supervisors tended to be rated more favorably than male supervisors by subordinates when the women behaved within sex role expectations. Females who didn't exhibit the expected behavior tended to be rated less favorably than males.

Furthermore, Hagen and Kalson (1975) found that males liked competent women less when they personally interacted with them than when they only observed the women interacting with others. When interacting in a competitive and mixed-sex group, males liked women in the group less than they liked men. This difference did not appear in cooperative mixed-sex groups.

In summary, occupations are a source of most income and prestige in our society. In a society based on merit, characteristics such as sex (or race, age, class, etc.) are not supposed to affect a person's chance to achieve and move ahead. Unfortunately, occupational sex segregation is a well-documented fact. Women working outside the home are concentrated in lowpaying, traditional jobs. Nearly 80 per-

cent of all working women are employed in traditional clerical or service occupations.

Occupational sex segregation has a negative impact on women. It affects their initial job opportunity which, in turn, limits their chances of career advancement. It affects the income that they earn; the earnings gap between males and females has not changed since 1961. Even now, women in the federal government hold 76 percent of the lowest paying jobs ("Working Women," 1979). Sex segregation also affects the way women perceive their career goals and expectations.

Sex stereotyping still exists and has a proven negative effect on the perceptions of male supervisors and their women subordinates. Women are being evaluated differently; the success of a woman is rarely attributed to her ability. A successful woman is generally regarded to be lucky, or seen as having an easy job; or her sexual morals are questioned.

Hopefully, over the long run, the continual restructuring of our society and its people's expectations, coupled with trends which result in economic changes in the occupational structure, will favor the increase of female participation and foster a greater sexual equality in the work force.

Women In The Military

In a 1977 hearing before a Senate Labor Subcommittee, Major General Jean Holm perhaps summed up the attitude regarding women in the armed forces, "The resources of the last resort . . .;" the participation of women in the military has only been considered after that of "substandard males, minorities, and civilians" (Landrum & Vance, 1979).

The concerns regarding the expanding role of women in the military generally are related to the effect women will have on the Armed Forces' readiness to engage in battle. One of the more frequent concerns voiced is the impact of pregnancy on readiness. Until 1975, pregnancy led to an automatic discharge. Now it is classified as "temporary medical disability." At any given time, it is estimated that 10% of the women in the services are pregnant ("Fresh Doubts", 1981). Many of the more physically demanding jobs relating to size, balance, and environmental hazards may pose certain problems when occupied by pregnant women. Relegating women to desk jobs while pregnant could have an impact on force readiness. On the other hand, it has been shown that absenteeism of males due to alcoholism, drug abuse, desertion, and routine medical problems is twice as high ("Fresh Doubts", 1981). Another concern is the higher attrition rate of females which means a loss of experienced troops. It is estimated that 48.5 percent of the women who enlisted in 1980 will not sign up for a second tour; 34.1

percent of the men are estimated not to sign up. Another concern often mentioned is that of sheer muscle strength. There have been no definitive studies in this area, although some show that women on the average are physically weaker than men. Several studies have been undertaken by the Army to assess the effect of integrated training and integrated units and to determine how women fare when compared to men in training or simulated combat situations.

Physical Ability and Training in the Military

One study, reported by Beck (1981), examined how women compared to men in learning essential combat skills during an integrated basic training session. This study concluded that women as a rule may need more marksmanship training than men to reach the same qualifications level. More women than men seem to have difficulty in meeting the minimum standards of physical aptitude in the limited time available. With special training programs, the women improved their physical condition and graduated at about the same rate as men. On the positive side, women did slightly exceed men in a test designed to evaluate the retention of military knowledge. Women were more submissive to authority and better disciplined soldiers. Finally women did not, in general, lower the morale in integrated units and in some cases women tended to raise it.

Two studies have been done by the United States Army

Research Institute for the Behavioral and Social Sciences. The first known as MAXWAX was done to determine the optimum number of women in units. The second, REFWAC, observed women in reforger excercises in Europe. Both of these studies concluded, as reported in US News and World Report (Dudney, 1980), that some women didn't do well under simulated combat conditions. Most women did adequately. The reaction among men was the same; consequently, sex differences in performance were non-existent. Society (Hunter, 1981) reports that units with women in them have been tested extensively under training conditions as near to combat as possible in peacetime; no significant differences have been noted between these units and those with men only.

Attitudes

Women may be proving themselves in the development of technical and combat skills necessary to move away from traditional female jobs in the military. Unfortunately, women still have to deal with certain detrimental attitudes of male soldiers. Lt. General Thomas Tackaberry, commanding general at Fort Bragg, NC., has said it well: "I will take a good woman over a mediocre man any day -- but I don't want her in close combat" (Dudney, 1980). An article in Women's Work (Landrum et al, 1979) reports that some men fear the presence of qualified women in non-traditional military jobs will undermine their positions of dominance, especially in attempting to maintain an image of tough, active, hard

fighting men in a chosen male environment. Other male attitudes vary from paternalistic to resentful. Some men admit viewing women first as sexual objects, then later as professional soldiers. Some men feel that women shirk responsibility by desire or policy. This causes resentment in men because they believe that they end up with added physical labor, longer rotations away from home, and so on. Among military commanders there is a widespread conviction that women are psychologically unsuitable for combat, that they lack aggressiveness, and that they are far more emotional than men.

One female sergeant in the Marine's Woman Recruit Training command said, "Rumor has always had it that a woman joins the Marines for one of two reasons: either she's a lesbian or a prostitute" (Marshall, 1981). During peacetime, women obviously are not patriotically responding to the recruitment call "Free a man to fight." So why are women joining the military in such rapidly increasing numbers? In an article in Ms (Feb, 1981), women Marine recruits interviewed gave several reasons for joining: money, training, a break from an unadventurous existence, a way to subsidize a college education, and a way to enrage boyfriends. Captain Nancy Freebairn is the first woman to enter the Army Corps of Engineers, the first woman to hold a tactical officer position at West Point, commanding 120 cadets and the woman that the Pentagon says might become

the first woman five-star general. She says she joined the Army because at every interview outside of the military she was only asked if she could type (Rose, 1981).

Many women who join the military find that the only behavior they know which helps them survive in the military is mothering and being feminine. Others have found that they've had to adopt the role of superwoman in order to achieve an air of invincibility. As Captain Freebairn says, "All you have to prove is that you're a competent captain. True, you may have to prove that more than a guy would . . ." (Rose, 1981). It seems that Lt. Colonel Barbara Entorken, head of the Woman Recruit Training Command, in speaking about the Marines, describes fairly well what military women in general must go through.

For men the Marines is an extension of the games they've played all their lives. Its Cowboys and Indians. Its being on the football team. But for women, the Marine Corps demands a radical shift. Most women aren't brought up to cope with these kinds of pressures . . . (Marshall, 1981).

Captain Freebairn, who was described in Esquire as an "agreeably androgynous woman . . . neither coy nor flirtatious, but forthright, aggressive, competitive, and ambitious" (Rose, 1981), describes the manner she devised to survive in a male dominated environment.

When you just start blending into an organization, you literally want to blend in. You want to look as much like men as possible because that reduces stress. If you go unnoticed you'll be more successful at first (Rose, 1981).

Current Issues

The Reagan administration is currently undertaking a reassessment of the issue of women in the armed forces. A determination will be made as to whether or not women enhance the nation's combat readiness. The Army has announced a pause in female recruitment beyond current levels while it reappraises personnel needs. According to a US News and World Report article ("Fresh Doubts", 1981), what has sparked these actions is the concern that the armed forces may have become too dependent on women in combat situations. This is in addition to the concerns associated with women in the military previously discussed. Nevertheless, without women recruits the Pentagon could not meet its annual goal of recruits, at least not without incurring prohibitive costs to attract more male recruits. By opening its ranks to women, the Pentagon has found that it can solve recruiting problems and spend no more to attract highly qualified women recruits than male high school dropouts (Dudney, 1980). Defense experts believe that the All Voluntary Force simply would not survive without women recruits. In fact, some believe the system would have collapsed years ago without women. US News and World Report ("Fresh Doubts", 1981) brings up two additional factors that may cause the military to be all the more dependent on women. There is a planned expansion of forces over the next few years by about 200,000. This is to main-

tain and operate the additional ships, planes, tanks, and weapons the administration is planning to buy. The second factor is the shrinkage of the pool of males eligible for the military. In 1978, 2.14 million males reached the age of 18. In 1992, only 1.6 million will reach 18; no increase is foreseen until after the turn of the century. Consequently, the shortage of males and the increased demand for military personnel could cause the Pentagon to step up its recruitment of women.

In summary, women have advanced in the Armed Forces. They have proven themselves in meeting training requirements and performing the necessary skills in simulated combat situations. Studies have shown no significant differences between the sexes in performance capabilities. More significantly, women in the military are fighting the battles and breaking through the psychological barriers they have encountered. Tremendous progress has been made in just a few years. It has only been since 1967 that the restrictions of the Women's Armed Services Integration Act have been lifted. Since 1975, women have been able to study at military academies. Furthermore, since 1978, women have been assigned to noncombat ships and aircraft squadrons not engaged in combat missions. During this time, women have developed techniques to be successful soldiers and leaders in an extremely male dominated culture. They have shaken

off previously learned behaviors and adapted to new ones specific to that great male ascendancy. Women are playing functional and vital roles to the Armed Services; as defense experts say, the All Volunteer Force would not survive without women. Furthermore, these women are willing and capable to go to battle for our country; as Sergeant Shawn Acey, an aircraft repair technician, says, "I'm a good mechanic, and if the Air Force deployed my unit, I couldn't just say, 'This is it guys; it's been fun' and then go home and cook dinner. If I can't go, then I have been unnecessarily trained" (Dudney, 1981).

Women in Policing

Historically, the role of women in police work has been characterized by limited assignments and limited opportunities for advancement. Traditionally women in policing have been confined to those areas which fit the narrowly defined area of appropriate women's work: juvenile work, crimes involving female offenders, matron duty, and clerical work.

It was in 1848 that the first women in the United States were hired by a police department -- the New York City Police Department. Six prison matrons were hired to guard female prisoners (Charles & Parsons, 1978). The concept of prison matrons spread; and by 1888, the states of New York and Massachusetts had passed mandatory laws requiring police

matrons to care for female prisoners in all cities with populations over 25,000 (Charles et al., 1978). However, these women were only civilian employees and had no enforcement powers (Mishkin, 1981). In 1893, Mrs. Owens was appointed "patrolman" by the mayor of Chicago. She visited city courts and assisted detectives in cases involving women and children. Mrs. Owens was the wife of a slain police officer and remained on the police pay roll for thirty years when she retired on a pension (Mishkin, 1981).

The Los Angeles Police Department is credited with hiring the first regularly rated policewoman. In 1910, Mrs. Alice Steffins Wells was hired by the L.A. Police Department. Her responsibilities included the supervision and enforcement of laws concerning juveniles and women at various recreational areas such as dance halls and skating rinks. In May of 1915, the International Association of Policewomen was organized as an advocate for improved standards and the betterment of policewomen. Unfortunately, a lack of funding during the depression caused this association's termination.

During World War II, women were employed by the Law Enforcement Division of the Commission on Training Camp Activities. Their job was to keep prostitutes away from military camps, to return runaway women and children, and to supervise commercial amusements near military bases (Charles et al., 1978). By the end of the war, more than

200 cities in the United States employed women police officers.

In 1922, the Convention of the International Association of Police Chiefs passed a resolution stating that police-women are essential to modern police departments (Charles et al., 1978). However, the depression and the rate of unemployment precluded the hiring of women for police work. It was World War II, its effect on the economy, and the lack of available and potential male officers that spurred the hiring of women. The Women Auxiliary Police was then formed; their services were terminated after the war (Mishkin, 1981).

In 1976, the Presidents Commission on Law Enforcement and Administration of Justice suggested that policewomen are an invaluable asset to modern law enforcement and their role in police functions should be expanded (Charles et al., 1978). However, even with Title VII of the Civil Rights Act of 1964 and the prohibition of sex discrimination, the role of policewomen is still narrowly defined. Today, women police are predominantly in the lowest ranks. In 1978, only 5.3 percent of the sworn women police officers in thirty-nine of the largest departments were in supervisory or command grades. In 1979, women comprised only 3.5 percent of the total sworn peace officers in police departments, compared to 1.7 percent in 1973 (Potts, 1981).

Within the past few years there has been considerable

pressure to expand the role of women police officers and to increase their recruitment. This has met some serious opposition. The resistance to the hiring and promotion of women generally comes from beliefs held by males that women are both physically and emotionally incapable of performing patrol work.

Physical Ability in Policing

Research indicates that women generally are smaller than and do not attain the maximal aerobic or anaerobic capacity of men (Charles et al., 1978). This does not automatically mean that women cannot adequately perform the required duties of a patrol officer. To make that kind of judgement, it is necessary to determine the degree of physical fitness needed to perform effectively as a patrol officer. Research shows that the fitness needed as a patrol officer is not all that it was thought to be. Research indicates that the job of patrol officer is not beyond the physical capabilities of females (Charles et al., 1978).

In fact, evidence indicates trained females are well above the average fitness of most men (Charles et al., 1978). Several studies also support the fact that women possess necessary abilities to perform police work effectively (Golden, 1981). In a study evaluating female recruits, Charles (Note 2) found little measurable difference in the overall performance of male and female recruits. In another study undertaken by the New Jersey Police

Training Academy (Patterson, 1980), it was found that women recruits can and do meet the same physical standards required of men.

Job Performance

The Bloch and Anderson study (Note 3) found that women officers and men officers received similar performance ratings and that both obtained similar results in handling violent or angry citizens when on patrol. Another study (Sherman, 1975) concluded that female officers were equally effective in managing angry and distraught citizens.

One of the most cited criticisms of women patrol officers is that they are not aggressive enough to provide back-up to fellow officers in violent or stressful situations. Studies show this to be false. Greenwald (Note 4) found no sex differences in the use of aggression in self defense or in supporting others. The New Jersey State Police Training Academy study (Patterson, 1980) determined that women were as likely as males to perform adequately under stressful and dangerous situations and to provide coverage for officers under such situations.

Studies have also found that the policing styles of men and women do indeed differ. Although both male and female officers will use aggression in dangerous situations, evidence indicates that women perform their duties less aggressively (Sherman, 1975). The Bloch and Anderson study (Note 3) found that male officers made more arrests although

arrests made by either sex were just as likely to result in convictions. It also has been demonstrated that women are more effective in avoiding violence by defusing potentially violent situations (Sherman, 1975).

The Bloch and Anderson study (Note 3) revealed that citizens show similar levels of respect toward both male and female officers. An interesting finding of this study is that male officers were more likely to be charged with serious unbecoming conduct than women officers (Bloch et al, Note 3).

Contrary to popular opinion and the serious criticisms aimed at women patrol officers, evidence clearly shows that women can and do perform as effectively as their male counterparts. In fact, women officers may have an edge over men in that they seem more capable of producing a calming effect and thereby defusing potentially violent situations.

Attitudes

Even with studies demonstrating that women can perform the duties of patrol officers, women still are meeting considerable resistance in the police context. Several studies show that male officers doubt the ability of women to do the job and that males hold predominantly negative attitudes toward women as patrol officers.

The Bloch and Anderson study (Note 3) found that male officers doubted that female officers were equal to men in most skills. A second study (Hindman, 1975) revealed that

91 percent of the California police officers surveyed felt that women lacked the necessary physical strength required of a patrol officer. Sixty-eight percent felt men were psychologically better suited for policing. Sixty-seven percent felt that their safety would be jeopardized if given a female partner. In another study conducted in Florida (Note 1), it was found that 75 percent of the surveyed officers perceived women to be incapable of handling violent situations and that 42 percent felt that women were not assertive enough to be effective officers.

These studies reveal an existence of predominantly negative, non-supportive attitudes expressed by male officers -- even though other studies have proven that such beliefs and criticisms are unfounded. Male officers' attitudes appear to be a major stumbling block to the assimilation of women into the patrol officer role; the problem certainly is not the comparative performance of female officers.

Training

As reported in Patterson (1980) the New Jersey State Police Training Academy undertook an extensive study of the training of female recruits. The study concluded that women can meet the exact standards required of male recruits. The researcher found that the training of female recruits was more successful when changes were made in the training procedure. Although the successful completion of vigorous and high standards was still required, the procedure was

modified to fit problems experienced by female recruits, such as not requiring them to wear high-top tennis shoes (this decreased the rate of foot injuries to zero) and giving women recruits slightly more time to bring themselves up to required physical standards.

Women in Corrections

According to a 1980 study (Chapman, Minor, Rieker, Mills, & Botkin), women working in correctional systems at the state or local level represent less than one percent of all women in the labor force. Women are highly concentrated in two areas of correctional employment: providing support services through clerical occupations and working with juvenile and female offenders (Chapman et al., 1980).

The Civil Rights Act amendment of 1972 prohibited sexual discrimination in employment. At this time, 90 percent of state correctional departments did not hire women to work in adult male institutions (Potter, 1980). By 1979, a survey showed that only three states did not hire women guards in male institutions (Potter, 1980). The women officers working in male institutions were limited in their job assignments; 38 states did not allow women to work in housing areas or posts that required the observation of inmates in shower or toilet areas. According to the Chapman et al. study (1980), in 1977 women were virtually excluded from job categories that provided the greatest opportunity

for career advancement. Men accounted for 88.4 percent of all those employed in protective service occupations and 86.4 percent of those employed as administrative staff. Chapman et al. concluded in their research that only 39.6 percent of women employed in corrections were in job categories that required "client contact."

Institutional Management vs. Equal Employment

Women employed in male institutions who are required to work in categories that require "client contact" raise an important issue, that of inmate privacy. Lower court decisions regarding this issue have usually been to restrict opposite sex correctional officers to job assignments not requiring performance which would invade the privacy of inmates (Chapman et al., 1980). Only one case has been dealt with by the United States Supreme Court regarding the issue of women's rights to equal employment in corrections: Dothard v. Rawlinson. In this case, a decision was made in which the court considered the possibility of sexual assault on women correctional officers. This decision was that, in Alabama's all male maximum security institutions, women officers were to be restricted from "contact" positions with male inmates. Generally, since the eligibility for promotion requires experience in all job assignments, and since a large number of jobs require "client contact," such decisions have a dramatic effect on the employment and promo-

tional opportunities of women correctional officers.

Attitudes

The attitudes of male correctional officers and inmates is another issue pertaining to the employment of women in male correctional facilities. While the attitude of the court is one of protectiveness, that of male officers is one of hostility, creating barriers that discourage women from becoming correctional officers. For example, women receive less formal training, less recognition for their work, and less support in gaining promotions than do their male counterparts. According to Chapman et al. (1980), as a result of fewer promotions, women officers ultimately experience a sizable salary discrepancy and receive several thousand dollars less in annual salary than do the more rapidly promoted men officers. This is in spite of the fact that there are intangible benefits to the prison environment, benefits that are all too often overlooked. One study (Note 6) found that the benefits derived from the employment of women in male prisons outweigh the negative consequences, ranging from a general boost in the morale of inmates to greater motivation for self-improvement and an increased respect of inmates for the correctional institution itself.

Physical Ability

So far, none of the court cases have concluded that women are unqualified or do not meet the requirements for

the position of a correctional officer on any criterion, including physical size or strength. While physical strength has been indicated as an issue applying to the ability of a woman to act as a correctional officer, little is known about what physical strengths are necessary to perform this job adequately. It could be that interpersonal skills are more important than size and strength and that these skills could be possessed to a greater degree, on the average, by women.

CHAPTER THREE
METHODOLOGY

Sources of Data

Two considerations which have been viewed as being essential to the use of research findings by practitioners and policy makers (Conner, 1981:632-643), were embraced in this study. These considerations are the production of research findings that can be generalized to equivalent populations and the development of a comprehensive set of explanatory variables. These considerations were foremost in selecting the four sets of samples drawn and in designing the data collection instruments (Figures 3-1 and 3-2).

Figure 3-1

Sources of Data

<u>Sample #</u>	<u>Data Sources</u>	<u>Purpose and Description</u>
1.	Departmental Personnel Records	To learn the personal attributes of women working as correctional officers in the Department's 11 male institutions, a 100 percent sample was taken of the 386 women working on a full-time basis at the time of the census.
2.	Departmental Personnel Records	To compare the personal attributes and background characteristics of men and women officers of similar age and experience.

Figure 3-1 (Cont.)

<u>Sample #</u>	<u>Data Sources</u>	<u>Purpose and Description</u>
3.	Departmental Job Performance Records (Appendix F)	To compare the job performance of men and women correctional officers of similar age and Departmental experience working in male institutions.
4.	Sample of Correctional Officers	To assess the attitudes of men and women correctional officers regarding women working as officers in the male institutions.
5.	Sample of Male Inmates	To assess the attitude of male inmates regarding women working as correctional officers.
6.	Unstructured Observations	Researchers took note of the training, assignment and performance of women officers in the male institutions. See pages 68-69.
7.	State Personnel Board Records	To evaluate employment practices and types of job terminations among men and women officers. See Note 7.
8.	Interviews	Confidential discussions with supervisors, administrators, and men and women officers. The data collected supplemented previous research.
9.	Incident Reports	To determine the number and types of assaults on women officers working in male institutions. The data collected supplemented previous research.

Profile Data

The first sample was drawn to establish baseline data

where virtually none existed by conducting a 100 percent census of women correctional officers working in male-inmate institutions. Data were collected at each institution from the official personnel records maintained within the institution. Census type data are considered useful in the evaluation of samples and in the interpretation of attitude questionnaire results. It has been found that the baseline data collected for this study, including age, race, marital status, family size, education, and previous employment, are highly correlated with most social phenomena (Parten, 1966:169-174). The census surveyed women correctional officers working in the Department's male-inmate institutions, resulting in the five sets of attribute data contained in Appendix A.

Comparison Samples

As described in Figure 3-2, comparison samples were selected to make it possible to compare the personal attributes, background characteristics, and job performance of men and women correctional officers of similar age and experience (Sample 2 and 3). Samples of men and women officers working in the same institutions were selected, which were matched on age and experience. Samples 4 and 5 were composed of men and women correctional officers and inmates who were given a questionnaire designed to measure attitudes toward role and performance of women correctional officers

in male institutions.

Figure 3-2
Comparison Samples

<u>Sample(s) #</u>	<u>Size</u>	<u>Design</u>
2, 3	168 women correctional officers and 168 men correctional officers	Comparison samples matched on age and length of service.
4	59 women correctional officers and 182 men officers	Stratified random sample; men propor- tionately sampled; women disproportion- ately sampled.
5	400 men inmates ¹	Stratified, random and proportionate sample.

¹ An additional 124 inmate questionnaires administered during pilot work.

Matching the Samples on Age and Departmental Experience

The two variables of age and experience were used as criteria for selecting the 168 men correctional officers and 168 women officers in samples two and three, because by matching on these two variables, an extraneous source of variance in job performance, as reflected in performance ratings, could be minimized. Length of job tenure and age were viewed as the variables with the highest potential for masking the effects of sex differences, the independent variable of this study.

Length of tenure (amount of experience) on the job is reasonably related to job performance. Women, whose previous experience was vastly dissimilar to custody work, had to learn entirely new work behaviors. For them, learning the job of a correctional officer required extensive on-the-job training. Therefore, for women, a reasonable length of job tenure is crucial to good performance. These jobs had not been available to women until recently, and therefore their job tenure seldom exceeded five years. In order to make performance comparisons with men, it was necessary to match the men and women officers on length of tenure.

Age was chosen as the second matching variable for reasons similar to those given above. Amount of work experience usually increases with age; yet there is no certainty that women will enter the job of correctional officer with an amount of experience commensurate with their age. The job history of women tends toward an unevenness that is not found among men. Although there is little carry over from most lines of work to prison custody work, some behaviors learned from general work experience do contribute to success as an officer, for example, punctuality and regular attendance. Controlling for age was thus important to elucidating any sex differences that might exist.

Sample Size

It was decided to draw disproportionate samples of 24 male and 24 female officers at each institution surveyed.

This sample size was selected because seven of the 11 male-inmate institutions employed at least twenty-four women officers each. Because of the small number of women officers employed at CCC the California Correctional Center (N = 9), California Correctional Institution (N = 18), and the Sierra Conservation Center (N = 13), those institutions were not included in the survey. The California Rehabilitation Center was excluded because it has male and female inmates in separate units in the same facility. These seven institutions selected employed 90 percent of women officers working in male institutions departmentwide.

For the institutions employing more than twenty-four women officers, a group of twenty-four women was randomly selected from a roster of officers at each institution. The seniority roster was used as the sampling frame because it is the most accurate, up-to-date compilation of correctional officers available.

Tables 3-1 and 3-2 are designed to reflect how the disproportionate samples were obtained for each sex group.

Table 3-1
Comparison Sample of Women Officers Stratified
by Institution

Institution	N	% of Universe in Institution	N in Sample	% in Sample
CIM	69	20	24	35
CMC	24	7	24	100
CMF	45	13	24	53
CTF	78	22	24	31
DVI	38	11	24	68
FOL	24	07	24	100
SQ	68	20	24	35
Total ^a	346	100	168	

^aSample universe = Includes 90 percent of women officers in male-inmate institutions.

Table 3-2
Comparison Sample of Men Officers Stratified by Institution

Institution	N	% of Universe in Institution	N in Sample	% in Sample
CIM	379	18	24	6
CMC	211	10	24	11
CMF	247	12	24	10
CTF	360	17	24	07
DVI	251	12	24	10
FOL	246	11	24	10
SQ	374	18	24	06
Total ^a :	2068	100	168	

^aThe "universe" includes 88 percent of men officers in male-inmate institutions.

Staff Attitudes

The fourth sample was comprised of both men and women correctional officers. An attempt was made to insure the representativeness of this sample through drawing a stratified random sample. Respondents for the attitude questionnaire were randomly selected from Department seniority listings stratified by institution and by sex of officer. Seven of the 11 male-inmate institutions were sampled.

The sample selected to complete the questionnaire designed to measure attitudes included 59 women officers and 182 male officers (Table 3-3). Of the populations of men

and women officers employed at the seven male institutions, a larger proportion of women (.17) than men (.09) was selected. Because of the small number of women officers employed at three institutions, larger percentages of women officers were selected from those three -- CMC (N = 10, .42), DVI (N = 11, .29) and Folsom (N = 6, .25). Proportionality was maintained for the sample of male officers, which included between eight and ten percent of the total men officers employed at each institution.

Table 3-3
Derivation of Sample of Men and Women Correctional Officer
Respondents to Attitude Questionnaire

Participating Institution	Women Officers			Men Officers		
	Total Pop. ^a	Sample N	% of Pop.	Total Pop. ^a	Sample N	% of Pop.
Total	346	59	17	2,068	182	9
CIM	69	14	20	379	30	8
CMC	24	10	42	211	26	12
CMF	45	5	11	247	20	8
CTF	78	7	19	360	31	9
DVI	38	11	29	251	24	10
FOL	24	6	25	246	21	9
SQ	68	6	9	374	30	8

^a Correctional officer population as of 6/30/80, Human Relations Office, CDC

Inmate Attitudes

The inmate sample was based on the Department's inmate population on November 1, 1981. At that time there were 25,838 male felons in California prisons. Of this number approximately 8 percent were housed in reception centers, 17 percent were residing in protective and security housing, camps, or in other quarters not considered institution mainline. The remaining male felons, roughly 75 percent,

were residents on institutional mainlines. From this group of mainline inmates, the sample was selected. One exception to this criterion was the protective housing unit at the California Institution for Men. It was included in the mainline population because this protective housing unit is operated as a semi-autonomous institution and is designated as mainline by the Department's administration.

Mainline inmates were chosen because this segment of the inmate population best represents the general population of inmates in California and elsewhere. Mainline inmates are housed in all 11 of the Department's male institutions.

As shown in Table 3-4, seven institutions were surveyed. These surveyed institutions accounted for 92 percent of the women officers in the Department's work force who supervise male inmates. The reasons for excluding the four remaining felon institutions from the sample were their geographical inaccessibility and the inconsequential number of women officers. More than half of the inmate population of one of the institutions, Sierra Conservation Center, is housed in forestry camps and is not representative of the Department's inmate population. Furthermore, the California Rehabilitation Center traditionally has had few felon inmates; its population, until recently, has been comprised of narcotic addicts committed through civil court proceedings.

Table 3-4
Distribution of Mainline Population
in the California Department of Corrections
November 4, 1981

Institution	Number	Percent
Surveyed Mainline Population		
CIM	1,780	9
CMC	2,327	12
CMF	1,803	10
CTF	3,063	16
DVI	1,186	6
FOL	1,776	9
SQ	2,023	11
Subtotal	13,958	73
Excluded Population		
CRC	1,023	5
CCC	1,306	7
CCI	1,549	8
SCC	1,403	7
Subtotal	5,281	27
TOTAL	19,239	100

To determine the size of the inmate sample appropriate for this study, Tables for Statisticians (Arkin & Colton, 1963:22-23) was consulted, specifically Table 20, "Table of Sample Size Required for Finite Populations" (p.145). This table is based on the formula:

$$\text{Sample Size} = (pq/n)(N-n/N-1)$$

where:

p = percent of attribute in population

q = 1 - p

N = size of population

n = size of sample

A confidence level of 95 percent was used, as is the convention in social research, and the distribution of the sampled attributes in the population was treated as 50 percent. This assumption of the dichotomous distribution of the sample's population was based on the nature of the possible responses to the questionnaire: "strongly agree", "agree", "disagree", and "strongly disagree". These four categories could be collapsed into two categories -- "agree" and "disagree" -- for the purpose of determining sample size. Theoretically, each category has a 50 percent chance of occurring in the distribution. With this assumption, it is possible to use this table as a guide for determining sample size. Additionally, it was determined to accept a conservative ± 5 percent sampling error.

Based on the criteria of a population of approximately

15,000-20,000 with a ± 5 percent sampling error, a 5 percent confidence level, and a 50 percent distribution of the sample attributes in the population a sample size of 375 was determined to be appropriate for this part of the study. To ensure that this sample size was obtained, the questionnaire was administered to 400 inmates.

Data Collection Instruments

Profile Data Coding

Coding forms were designed to collect attribute information from the personnel files of each institution surveyed. Descriptive data collected included ethnicity, marital status, number of children, age, weight, and height. Data were also collected on educational attainment, college attendance, and the academic major field of study. An examination of the women officers' employment history yielded data on previous occupations and criminal justice experience. Also because of speculation that many women officers were recruited from the clerical ranks of the Department, data were collected on the number of women who previously worked for the Department as well as other state agencies. This information is of particular interest to correctional administrators. Finally, the profile data collected include a tracking of each woman's correctional officer career. The tracking revealed length of employment as an officer, whether or not service began on a part-time

or full-time basis, the institution of initial appointment, number of transfers among institutions, and employment status. Employment status was defined in two categories, permanent-intermittent and full-time. Permanent-intermittent employees may work up to 1600 hours per year. Each institution utilizes a certain number of these employees to relieve other employees who are on vacation, etc. Generally, an employee is hired as a permanent-intermittent and progresses to full-time status when there is a vacancy in the complement of full-time employees.

Attitude Questionnaire Construction

The purpose of this questionnaire was to gather data reflecting opinions of male and female correctional officers, as well as inmates, on significant issues relating to women working as correctional officers in male-inmate institutions. Copies of the staff and inmate questionnaires are contained in appendices C and D. A brief description of the rationale underlying the subject matter of questionnaire items follows:

Assignments

Items 1 through 13 comprised the first part of the questionnaire. These items listed the primary positions assigned to correctional officers. The purpose of these items was to measure and compare the perceptions of male and female staff and inmates regarding the range of assignments women officers are capable of performing effectively.

Tasks

These items, 14 through 22, consisted of a list of tasks in sensitive areas related to women officers' performance. These items enabled the measurement and comparison of the perceptions of the three groups concerning the women correctional officers' ability to perform these tasks.

Safety

Items 26, 28, 29, 31, and 32 were concerned with safety issues. Questions about whether or not the presence of women officers endangers lives are in the forefront of the issues surrounding women's entry into custody positions. These items assessed the dimensions of this issue.

Training

Items 30 and 34 concerned training. Opinions have been expressed that new women officers receive both more or less on-the-job training from senior officers and supervisors. These items measured the degree of concern about this issue.

Resistance

Item 33 measured the perceptions of the three groups of resistance among male custody staff to women correctional officers.

Environment

Item 27 was concerned with the widespread speculation that the presence of women officers had a normalizing effect on the prison environment. The purpose of this item was to determine whether or not the staff and inmates agree with

this assertion.

General Opinions

Items 23, 24, 25, and 36 provided information about the general opinions of male and female staff and inmates concerning women officers working in male institutions. The concern was with how each group perceived the others and elicited opinions regarding whether or not women officers should be working in male institutions.

Perceptions of Involvement in Dangerous Situations

Items 37-47 of the staff questionnaire only were designed to measure perceptions of how frequently officers were involved in dangerous situations. They were also designed to indicate whether or not a perceived difference existed between men and women officers in handling the type of incident that is particularly a threat to the security of the institution.

Characteristics of the Inmates

Items 37-40 of the inmate questionnaire were used to obtain limited characteristics of the inmate sample, that is, age, frequency of supervision by women officers, etc.

Comments

Item 48 (41 in Inmate Questionnaire) requested comments from the respondents.

Questionnaire Administration

The research team traveled to all seven institutions surveyed to administer the questionnaire to staff and

inmates. Following are the procedures used for administering questionnaires to respondent groups.

Staff Questionnaires

The questionnaires were administered individually to each of the correctional officers selected. Each officer was given the questionnaire, asked to read the questionnaire, to respond to the questions in the presence of the researcher, and then to return the completed questionnaire to the researcher.

This procedure was followed to keep the refusal rate at a minimum and to promote the officer's personal involvement in the study. This method proved to be successful, keeping the refusal rate to less than 3 percent. The only variation from this procedure was at the California Institution for Men (CIM) and the Deuel Vocational Institution (DVI), where questionnaires were not administered by the researcher. At DVI, questionnaires were distributed to respondents by a Captain, while at CIM this was done by a Program Administrator.

Inmate Questionnaires

Inmates drawn in the sample selection process were invited to participate in a session at a specified location in the institution, usually a classroom, meeting room, or a counselor's office, in which they were to complete the questionnaire. Normally, three such sessions were held in a day. Approximately fifteen inmates attended each session.

These respondents were greeted at the door by both a female and a male researcher. One of the researchers would explain the purpose of the survey while the other collected the inmates' ducats (institutional passes releasing the inmate to participate in the session). Both female and male researchers were present during the entire session so as not to suggest bias in favor of male or female correctional officers.

As the respondents entered the room, they were provided with the questionnaire and a pencil for making their responses. At this time, they were informed that their responses were confidential and voluntary. If they did not wish to complete a questionnaire, they were advised they could leave the room with no penalty whatsoever.

The respondents were asked to stay for a group discussion after they had completed the questionnaire. Most inmates were enthusiastic about the opportunity to express their feelings and did participate in the discussions. However, a few at each institution either had to return to their jobs or for other reasons decided not to participate.

Statistical Analysis of Questionnaire Responses

The instrument used to assess the attitude of respondents was constructed in the form of a Likert scale. There were four possible choices for each item: strongly agree, agree, disagree, and strongly disagree. The Likert scale is

considered highly useful as a means of ordering respondents in terms of attitudes toward an object or issue. In this case, the response data were statistically treated as nominal rather than ordinal to avoid obfuscating the findings. Treating scaled information in a nominal manner may appear conservative; however, such treatment produces the most accurate findings. The instrument used in this study yields forced choice information due to the absence of a neutral response point, that is, undecided or no opinion.

Because the response data were treated as nominal, chi-square analysis was deemed the treatment of choice for this study. A table of the obtained chi-square values from analysis of the questionnaire items is contained in Appendix H.

Unstructured Interviews and Observations

Unstructured interviews were conducted at all 11 male institutions in the state. The Superintendent and Captain at each institution were interviewed (except in a few instances when unavailable). Others interviewed on visits to the institutions were men representing the ranks of lieutenant, sergeant, and correctional officer; as many women in custodial positions as possible (usually six); and all women administrators. Generally, administrators and supervisors were presented with the following questions:

"What are the current issues concerning women correctional officers?"

"What are your feelings regarding the women correctional officers' performance?"

"How many women officers could you use on your staff and still maintain effectiveness?"

"How have attitudes toward women officers changed over the past five years?"

Male officers were asked about their feelings concerning women officers, their perceptions of the feelings of the other male staff, and if they had noticed any changes in attitudes toward women staff. Women officers were asked about any problems encountered and how they were handling them and also, whether the receptiveness of male staff was changing. When women administrators were interviewed, they were asked questions about the paths of their careers, perceptions of the woman's position in the prison work setting, and which problems they found most difficult for women correctional officers.

Although similar questions were posed, none of the interviews were structured. Each interview was summarized by the researchers after its completion in writing; included in these summaries were the impressions of the interviewer. These summaries were reviewed as the final report was written.

Women officers were also observed as they performed their various jobs. These observations extended to several hours on many occasions, providing many opportunities to

view the women as they interacted with co-workers, supervisors, and inmates.

CHAPTER FOUR
MAJOR FINDINGS

A summary of the major findings listed by area of investigation follows.

PERFORMANCE

- NO DIFFERENCE WAS FOUND BETWEEN COMPARISON SAMPLES OF MEN AND WOMEN PROBATIONARY OFFICERS ON OVERALL PERFORMANCE RATING SCORES.

Overall Performance	Mean
Men	3.1
Women	3.1

- NO SIGNIFICANT DIFFERENCES WERE FOUND BETWEEN COMPARISON SAMPLES OF MEN AND WOMEN PROBATIONARY OFFICERS ON QUARTERLY PERFORMANCE EVALUATIONS

Performance Rating	Percent	
	Women	Men
Outstanding	29	22
Standard	68	71
Needs Improvement	3	5
Unacceptable	0	2

- NO SIGNIFICANT DIFFERENCES WERE FOUND BETWEEN COMPARISON SAMPLES OF MEN AND WOMEN TENURED OFFICERS ON YEARLY PERFORMANCE EVALUATIONS.

Performance Rating	Percent	
	Women	Men
Exceeds Standards	33.4	32.1
Meets Standards	63.2	63.4
Needs Improvement	3.3	4.5

- NO SIGNIFICANT DIFFERENCE WAS FOUND BETWEEN COMPARISON SAMPLES OF MEN AND WOMEN TENURED OFFICERS IN THE NUMBER OF REPRIMANDS AND COMMENDATIONS RECEIVED.

Action	Percent	
	Women	Men
Reprimands	11.5	13.0
Commendations	14.5	12.5

- NO SIGNIFICANT DIFFERENCE WAS FOUND BETWEEN COMPARISON SAMPLES OF MEN AND WOMEN OFFICERS IN THE AMOUNT OF SICK LEAVE TIME USED.

	Women	Men
Mean Hours per Month	4.7	4.9

RESISTANCE

- WOMEN OFFICERS CONTINUE TO FACE ON-THE-JOB PROBLEMS RESULTING FROM MALE STAFF RESISTANCE TO THEIR PRESENCE.
- EVIDENCE WAS FOUND INDICATING INCREASING ACCEPTANCE OF WOMEN OFFICERS AMONG INMATES.

ASSIGNMENT

- WOMEN OFFICERS ARE LESS LIKELY THAN MEN OFFICERS TO BE ASSIGNED THE FULL RANGE OF CORRECTIONAL OFFICER POSITIONS.
- WOMEN OFFICERS ARE MORE LIKELY THAN MEN OFFICERS TO BE ASSIGNED TO POSITIONS WITH LESS INMATE CONTACT.

TRAINING

- THE DEPARTMENT IS INCONSISTENT IN ORIENTING NEW MEN AND WOMEN OFFICERS TO A RECENTLY INTEGRATED WORK ENVIRONMENT AND PROVIDES LITTLE FORMAL TRAINING IN THIS AREA. THE

INFORMAL SYSTEM OF ON-THE-JOB TRAINING IS NOT APPROPRIATE FOR WOMEN ENTERING AN UNRECEPTIVE WORK SETTING.

INMATE PRIVACY

- A TREND WAS FOUND INDICATING LESS CONCERN AMONG INMATES REGARDING THE ISSUE OF PRIVACY.

ATTITUDES

- VIRTUALLY ALL OF THE WOMEN OFFICERS FELT CONFIDENT THAT THEY COULD PERFORM ALL WORK ASSIGNMENTS AND TASKS AS EFFECTIVELY AS MEN OFFICERS. ON NONE OF THE MAJOR CORRECTIONAL OFFICER ASSIGNMENTS DID A MAJORITY OF INMATES FEEL THAT WOMEN OFFICERS WERE LESS EFFECTIVE THAN MEN OFFICERS.
- A MAJORITY OF MEN OFFICERS FELT THAT WOMEN OFFICERS WERE NOT AS EFFECTIVE AS MEN IN THE ASSIGNMENTS OF SEARCH AND ESCORT OFFICER, YARD OFFICER, SECURITY HOUSING UNIT OFFICER, AND SECURITY SQUAD OFFICER.
- ON THE TASKS REQUIRING PHYSICAL STRENGTH, SUCH AS THE USE OF FORCE TO CONTROL INMATES, A MAJORITY OF MEN OFFICERS AND INMATES WERE IN CONSENSUS THAT WOMEN OFFICERS WERE NOT AS EFFECTIVE AS MEN OFFICERS.
- NEARLY ALL OF THE WOMEN OFFICERS AND TWO-THIRDS OF THE INMATES FELT THAT WOMEN OFFICERS DO NOT ENDANGER THE LIVES OF EITHER THE MEN OFFICERS, FOR WHOM THEY PROVIDE

BACK-UP COVERAGE, OR FOR THE INMATES, WHOM THEY SUPER-
VISE.

- ° SUBSTANTIAL RESISTANCE TO WOMEN OFFICERS WAS PERCEIVED BY A MAJORITY OF ALL RESPONDENT GROUPS: INMATES (55%), WOMEN OFFICERS (64%), AND MEN OFFICERS (73%).
- ° MEN OFFICERS AGREED LESS OFTEN (51%), THAN WOMEN OFFICERS (91%), AND INMATES (76%), THAT WOMEN SHOULD BE HIRED AS CORRECTIONAL OFFICERS.
- ° NEARLY 80 PERCENT OF THE MEN OFFICERS PERCEIVED THAT MOST MALE CUSTODY STAFF DISAGREE WITH THE ASSIGNMENT OF WOMEN AS OFFICERS.
- ° OF THE MEN OFFICERS, 64 PERCENT PERCEIVED MORE RESISTANCE TO WOMEN OFFICERS AMONG INMATES THAN ACTUALLY EXISTS.
- ° WOMEN OFFICERS PERCEIVED MORE ACCEPTANCE AND LESS RESISTANCE TO THEIR PRESENCE THAN WAS PERCEIVED BY MEN OFFICERS.
- ° A SUBSTANTIAL MAJORITY OF INMATES (70%), FELT THAT THE PRESENCE OF WOMEN OFFICERS DID NOT INVADE THEIR PRIVACY.
- ° A MAJORITY OF WOMEN OFFICERS (57%) AND INMATES (69%), FELT THAT WOMEN OFFICERS IMPROVED THE PRISON ENVIRONMENT BY MAKING IT MORE LIKE A NORMAL ENVIRONMENT, WHEREAS THE MAJORITY OF MEN OFFICERS (55%) DISAGREED.

SEPARATIONS

- ° A SIGNIFICANTLY HIGHER PERCENTAGE OF WOMEN OFFICERS (25%) LEAVE THE DEPARTMENT THAN MEN OFFICERS (10%).

CHAPTER FIVE

DETAILED FINDINGS

In this section of the report, detailed findings are presented with respect to the following: the comparison samples of men and women officers; hiring practices of the Department, including the Physical Ability Tests used in selection of new correctional officers; training; assignment; separation of men and women officers; inmate assaults on women officers; and the attitudes of men and women officers and male inmates toward the employment of women officers in male-inmate institutions.

The Comparison Samples

As described in Chapter 3, the comparison samples were drawn from men and women officers working in the same institution matched on age and experience (Table 5-1). Twenty-four officers of each sex were drawn from each of the seven institutions studied, creating one sample of 168 women correctional officers and another sample of 168 men correctional officers.

Table 5-1
Age and Mean Length of Departmental Service of Men
and Women Officers in the Comparison Samples

Attribute	Percent	
	Men	Women
Age		
25 and under	9.5	12.6
26-35	72.1	70.8
36-45	17.2	14.4
46 and over	1.2	2.4
	Mean Months	
	Men	Women
Length of Service		
Permanent Intermittent	6.2	6.9
Full-time	30.5	29.2

Some notable differences in terms of age and length of service occurred with respect to promotions and terminations within the two groups. The five women officers who were promoted within the Department were on the average four years older than the six men who were so promoted. The women promoted also worked on the average 14 full-time months longer than the men.

Both the personal attributes and performance of the men and women officers in the comparison samples were

assessed during this study. In assessing performance, comparisons were made among both probationary and tenured men and women officers, and comparisons of the men and women officers were also made with respect to commendations and reprimands received and sick leave used. The attributes of the men and women officers in the comparison samples will be presented first.

Attributes

Among the officers in the comparison samples (Table 5-2), the women were more likely to be an ethnic minority (54%) than the men (42%), and even though both men and women were equally likely to have dependent children, the men were twice as likely to be married.

Table 5-2

Ethnicity, Marital, and Family Status of Comparison Samples

		Ethnic Percent				
Officer						
Group		Black	Caucasian	Hispanic	Other	Total
Men		26.2	56.7	14.3	2.8	100.0
Women		37.5	45.8	16.0	0.6	100.0

Marital Status by Percent			
	Married	Not Married	Total
Men	64.3	35.7	100.0
Women	31.0	69.0	100.0

Percent with Dependent Children						
	None	One	Two	Three	Four or More	Total
Men	40.4	20.2	25.6	9.0	4.8	100.0
Women	42.3	25.0	17.8	9.3	5.4	100.0

Men (N = 168)
Women (N = 168)

College attendance and degrees earned were not significantly different between the men and women officers. A substantial proportion of both the men and women officers majored in law enforcement or criminal justice. A significantly greater number of the women majored in the social sciences compared to the men.

Table 5-3

College Education of the Comparison Samples

Officer	Percent with College Credits		
Group	Some Earned	None Earned	Total
Men	73.5	26.5	100.0
Women	79.2	20.8	100.0

Percent Attaining Degrees				
Associate	Baccalaureate	Graduate	No Degree	Total
Men	13.6	13.0	1.8	71.6
Women	16.1	17.3	2.4	64.2
				100.0

Academic Major by Percent			
Law Enforcement or Criminal Justice	Social Science	Other or None	Total
Men	32.7	9.2	58.1
Women	28.6	22.6	48.8
			100.0

Men (N = 168)
Women (N = 168)

As expected, men and women officers come into the Department from diverse work backgrounds (Table 5-4). In their prior work experience, women (11%) were significantly less likely to have military experience than men (62%). Less prior paid criminal justice experience was found among the women (20%) compared to the men (27%), while at the same time, women (15%) were more likely to have had prior criminal justice experience as a volunteer than men (61%). Also, women (19%) had more state government service in non-custodial positions than men (8%).

The different career channels available to men and women that precede their entering the position of a correctional officer are greatly dramatized by a comparison of prior occupations. Two-thirds of the women worked either in general office, sales, or food service positions, while only 15 percent of the men worked in such capacities. On the other hand, 60 percent of the men officers worked as skilled or unskilled laborers or entered the field after the completion of their military service; this was true for only 12 percent of the women.

CONTINUED

1 OF 3

Table 5-4

Prior Work Experience of the Comparison Samples

Type	Number	Percent
General Officework		
Men	7	4.3
Women	70	41.7
Sales		
Men	10	6.1
Women	18	19.7
Food Service		
Men	7	4.3
Women	10	6.0
Military		
Men	24	14.7
Women	2	1.2
Unskilled Labor		
Men	34	29.9
Women	15	8.9
Skilled Labor		
Men	26	15.9
Women	3	1.8
Private Security		
Men	9	5.5
Women	8	4.8

Table 5-4 (Cont.)

Type	Number	Percent
Technical		
Men	4	2.5
Women	6	3.6
Paraprofessional		
Men	11	6.7
Women	23	13.7
Professional		
Men	18	11.0
Women	6	3.6
Public Peace Officer		
Men	5	3.1
Women	3	1.8
Civilian Law Enforcement Employee		
Men	3	1.8
Women	4	2.4

Men (N = 168)
Women (N = 168)

In some respects the men and women officers in the comparison samples are similar. There is no significant difference in age, nor is there one in degrees obtained in college. On the other hand, greater percentages of the women are minorities and unmarried. The women also have

very different career histories prior to coming to corrections.

Job Performance Comparisons

Another purpose of this study was to compare the men and women officers in terms of job performance. Supervisors' rating scales were used for both the probationary and tenured officers to make comparisons. Also used were sick leave records, records of commendations and reprimands, and attrition rates. As previously described the comparison samples consisted of 168 male officers and 168 female officers drawn from the correctional officer ranks across all seven institutions studied. Of the male comparison sample, 66 officers were on probation and 102 were tenured. Of the female comparison group, 73 were on probation and 95 were tenured.

Ratings received from supervisors of men and women officers on probation were compared across six qualification factors and an overall rating. Similarly, the groups of officers with permanent job tenure were compared across seven performance factors. In all seven institutions, the performance ratings were produced by supervisors, virtually all male. Following are the detailed findings with respect to the comparison groups of probationary and tenured correctional officers.

Probationary Officer Ratings

The Department relies on the use of a four-point scale

for each of six qualification factors and for an overall rating to assess an officer's probationary job performance and to determine whether or not to grant permanent civil service status. The four-point scale contains the ratings of "outstanding," "standard," "improvement needed," and "unacceptable." A probationer must receive at least an overall rating of "standard" to obtain permanent full-time civil service status.

The six qualification factors to which the four-point scale is applied consist of "skill," "knowledge," "work habits," "relationships with people," "learning ability," and "attitude." In determining a probationer's "skill," the rater considers a probationer's expertise in doing specific tasks (working as a gun-walk officer, tower officer, etc.), accuracy, precision, completeness, neatness, and quantity. Nearly 83 percent more women than men received an "outstanding" rating in this category. Rating a probationer in "knowledge" considers the extent of knowledge of methods, materials, tools, equipment, technical expressions and other fundamental subject matter. "Work habits" pertains to the probationer's organization of work, care of equipment, punctuality and dependability, industry, and following of good practices of vehicle and personal safety. "Relationships with other people" concerns the ability to get along with others, effectiveness in dealing with the public, other staff members, or inmates. "Learning ability" deals with

speed and thoroughness in learning procedures, laws, rules and other details. Also included in this category are alertness and perseverance. "Attitude" is concerned with enthusiasm for the work, willingness to conform to job requirements and to accept suggestions for work improvement, and adaptability. All six of these qualification factors are taken into consideration by the probationer's supervisor, normally a Correctional Sergeant, in assigning the overall rating. These ratings must also concur with those of a reviewing officer, typically the watch commander, who is a Correctional Lieutenant.

There were no major differences between the men and women probationary officers in these ratings, which would indicate the superiority of one sex over the other. The mean rating for overall performance was the same for both groups (Table 5-5). One striking difference between the men and women officers was on the factor of "relationships with people;" 50 percent of the women received a rating of "outstanding" compared to 27 percent of the men.

Table 5-5
Ratings of Probationary Officers in Comparison Samples on Individual
Qualification Factors and Overall Performance, by Sex

Performance Factor	Percent Receiving Rating				
	Outstanding	Standard	Needs Improvement	Unacceptable	Total
Skill					
Men	6.7	87.8	5.5	0.0	100.0
Women	12.2	84.2	3.6	0.0	100.0
Knowledge					
Men	3.3	92.7	4.0	0.0	100.0
Women	7.2	89.2	3.6	0.0	100.0
Work Habits					
Men	36.2	53.2	7.4	3.2	100.0
Women	37.4	53.2	9.4	0.0	100.0
Relationships with People					
Men	27.5	68.1	4.4	0.0	100.0
Women	50.4	49.6	0.0	0.0	100.0
Learning Ability					
Men	19.8	75.8	4.4	0.0	100.0
Women	23.0	70.5	6.5	0.0	100.0
Attitude					
Men	42.8	49.5	7.7	0.0	100.0
Women	47.5	52.5	0.0	0.0	100.0
Mean _a					
Overall Performance					
Men			3.1		
Women			3.1		

N=66 (Men) N=73 (Women)

^a On a four point scale, a score of 3.0 = a rating of
standard

Tenured Officer Ratings

The Department uses an annual performance appraisal summary to rate this group of officers. Officers are rated across seven performance factors: "quality of work," "quantity of work," "work habits," "relationships with people," "taking action independently," "meeting work commitments," and "analyzing situations and materials." For each of these factors, a three-point rating scale is used. The highest rating is "performance consistently exceeds expected standards," followed by "performance fully meets expected standards," and then "improvement needed for performance to meet expected standards."

In assigning a rating to the performance factor of "quality of work," the supervisor considers the extent to which completed work is accurate, neat, well-organized, thorough, and effective. For rating "quantity of work," consideration is given to the extent to which the amount of work produced compares to quantity standards for the job. The rating of "work habits" is concerned with the officer's effectiveness in organizing and using work tools and time, in caring for equipment and materials, in following good practices of vehicle and personal safety, etc. In rating "relationships with people" consideration is made of the extent to which the employee recognizes the needs and desires of other staff and inmates, treats others with respect and courtesy, and inspires their respect and con-

fidence. "Taking action independently" is rated by considering the extent to which the officer shows initiative in making work improvements, taking action, and identifying and correcting errors. "Meeting work commitments" is rated by considering the extent to which an officer completes work assignments, meets deadlines, follows institutional policies and procedures, etc. Rating an officer's "analysis of situations and materials" requires consideration of the extent to which the employee applies consistently good judgement in analyzing work situations and in drawing conclusions.

As was the case for the probationary officers, no major differences were found between the tenured men and women officers. Among the 11 officers in the comparison group who were promoted within the Department during the period of this study, six were men and five were women. Of this group, the men were rated above standard in "quality of work," "work habits," "relationships with people," "taking action independently," "meeting work commitments," and "analyzing situations and materials." Among the 14 men and 22 women during the study period who terminated from the position of correctional officer, five of the men and seven of the women received exceeds expected standards, while two of the men and three of the women received improvement needed ratings.

Table 5-6
Annual Performance Ratings Received by Comparison Samples of
Tenured Correctional Officers Grouped by Sex

Performance Factor	Percent Receiving Rating			Total
	Exceeds Expected Standards	Fully Meets Expected Standards	Improvement Needed	
Quality				
Men	45.0	51.7	3.3	100.0
Women	37.6	48.7	13.7	100.0
Quantity				
Men	24.6	75.4	0.0	100.0
Women	26.8	71.7	1.5	100.0
Work Habits				
Men	33.6	61.7	4.7	100.0
Women	37.9	59.1	3.0	100.0
Relationships with People				
Men	45.9	47.9	6.2	100.0
Women	56.1	42.9	1.0	100.0
Taking Action Independently				
Men	28.7	70.6	0.7	100.0
Women	20.2	79.8	0.0	100.0
Meeting Work Commitments				
Men	30.8	58.2	11.0	100.0
Women	41.4	55.5	3.1	100.0
Analyzing Situations and Materials				
Men	16.1	78.3	5.6	100.0
Women	14.1	84.9	1.0	100.0

Men (N = 102)
Women (N = 95)

Commendations and Reprimands

There were no significant differences between the men and women correctional officers in the number of commendations and reprimands received. However, the types of commendations and reprimands given to each were different. Women tended to receive commendations for such things as punctuality, helping with the arrangements for the annual staff holiday party, and performing such tasks as visiting room officer or clerical staffwork. In contrast, men officers tended to be commended for such things as responding to inmate incidents, for coming to the aid of an officer, or for effective service over a number of years.

Table 5-7

Commendations and Reprimands Received by Correctional Officers in Comparison Samples, by Sex

Performance Factor	Percent	
	Men	Women
Commendations		
None Received	87.5	85.5
Received	12.5	14.5
Reprimands		
None Received	87.0	88.5
Received	13.0	11.5

Men (N = 168)
Women (N = 168)

Sick Leave Use

Research (Kovach, 1980:323) indicates that age, occupation, and salary may be more important determinants of absenteeism than sex. Four of the seven major evaluation studies of policewomen did not find a significantly higher rate of absenteeism for policewomen in comparison to policemen (Horne, 1980:135). This pattern also held true for the comparison samples of men and women officers in this study.

Table 5-8

Average Use of Sick Leave in Comparison Sample of Correctional Officers, by Sex

Performance Factor	Mean	
	Men	Women
Average Hours of Sick Leave Used Per Month	4.9	4.7

Men (N = 168)
Women (N = 168)

Hiring Practices

The position of correctional officer is part of the California state civil service system. To enter the state civil service it is necessary to compete in the civil service testing process. All those with test scores above a certain point are placed on a list of eligibility and ranked according to their scores. When a correctional

officer position becomes available at an institution, persons with the top three test scores are selected from the list (one or several people may have attained each score). These persons are interviewed by staff from the institution with the position opening. The institutional staff selects the person to be employed from the group interviewed on the basis of whom they feel best qualified. In effect, a person may be "passed over" for hiring in favor of others with lower test scores. This is an important factor in hiring practices.

Statistical data for 1981 were collected to provide information regarding the sex of those tested and hired (Table 5-9). Women comprised 26 percent of those applying for the position of correctional officer (7 percent of the applicants did not indicate their sex). The remaining 67 percent of the applicants were male. These percentages remained fairly stable throughout the screening process. Women performed slightly better on the written test while men performed slightly better on the oral test; however, neither of these differences had any statistical or practical significance. The data analyzed indicate that women have demonstrated the ability to perform equally well as men throughout the testing process.

However, men were appointed to correctional officer positions at a higher rate than women. For every 100 eligible men, 35 were hired. For every 100 eligible women, 30

were hired. Although women are meeting testing and hiring requirements for the position of correctional officer in the same proportions as men, the men still received a preference in hiring in 1981 and 1982 (Table 5-9).

Table 5-9
Hiring Process for Correctional Officers by Sex,
Departmentwide, 1981-1982^a

Stages in Process	Percent		
	Men	Women	Undeclared
Applications Received	66.5	26.4	7.1
Applications Accepted	67.1	25.8	7.1
Appeared for Written Test	67.1	25.6	7.3
Passed Written Test	66.0	26.5	7.5
Appeared for Oral Test	65.4	26.9	7.7
Passed Oral Test	65.3	26.5	8.2
Attained List Eligibility	65.9	26.0	8.1
Appointed from List	68.2	23.1	8.7
Appointed within Sex Group	35.1	30.1	36.2

^a Data obtained from California State Personnel Board tables, combining two testing periods: 7/26/81 and 1/1/82 (Note 7).

Physical Ability Tests

In July 1979 the California State Legislature passed Senate Bill 935, a directive to the State Personnel Board

to establish entry standards for the Department of Corrections and to remove the age restrictions on eligibility for employment in certain positions in the Department. Prior to this bill, the law prescribed a maximum age of 35 for eligibility for the open examination for certain entry level positions, including Correctional Officer. Under the new directive appropriate job-related physical examinations and entry standards for these positions were to be developed in compliance with the Federal Uniform Guidelines on Employee Selection Procedures.

The Guidelines, under the auspices of the Equal Employment Council, were developed to assure that selection procedures do not discriminate on the basis of race, color, sex, or national origin. The guidelines are based on the premise that properly developed and validated tests will improve personnel selection and result in placement based on merit.

In compliance with the legislative directive, Physical Ability Tests were developed to establish minimum physical standards for entry level correctional officers. The test was implemented in October 1981; and by January 1983, the test had been administered at least once to 3,723 correctional officer candidates, 762 of whom were women and 2,961 men. Candidates failing the test are allowed to repeat it an unlimited number of times if unsuccessful. Another 612

tests have been given to approximately 500 candidates who had previously failed the test. The Physical Ability Tests consist of two parts, a screening process for medical problems and a battery of sub-tests assessing various kinds of physical performance.

Table 5-10
Results for Correctional Officer Candidates on
Physical Performance Part of Physical Ability Tests
by Sex of Candidates, Number, and Percent
October 1981 - January 1983

Result	Men	Women	Total
Took Test			
Number	2961	762	3723
Passed Test			
Number	2479	497	2976
Percent	84	65	
Failed Test			
Number	482	265	747
Percent	16	35	
$\chi^2 = 129.28, p < .001$			

The difference in the performance of men and women candidates on the test is shown in Table 5-10. Only 16 percent of the men taking the physical performance part of the

Physical Ability Tests failed in contrast to 35 percent of the women. Candidates of both sexes have tended to fail the medical screening portion of the test in equal proportions, but the difference in the percentages of failure of the men and women in the tests of physical performance is both statistically and practically significant. If the 762 women candidates had failed the test at the same rate as the men (approximately 16 percent), only 122 would have failed. In actuality 265 women failed, a difference of 143. If the men on the other hand, had failed at the same rate as the women (approximately 35 percent), 1,036 would have failed. The actual number of failures among the men was 482, 554 less.

The Physical Ability Tests were developed by the California State Personnel Board for use by the Department of Corrections. The selection of tests that are included in this battery was the result of a validation process which was unusually elaborate and lengthy by the standards of the merit system in California. The first step in the process of constructing the test was to examine the results of a job analysis conducted by the State Personnel Board in 1979. For that analysis, one hundred and ten incumbent correctional officers were requested to respond to a battery consisting of 38 tasks in terms of the frequency they were encountered at work per month and the degree of physical stress associated with performing them. Table 5-11 lists

those tasks rated as moderately stressful. Tasks identified as less physically stressful but having a higher mean frequency per month than all except two of these include: dealing with inmates' personal problems, mean of 148 per month; acting as a liaison between inmate and institution, 214; performing pat down searches, 533; adapting to institution's policies and routine, 134; and experiencing repetitious aspects of prison life, 81.

Table 5-11
Frequency and Physical Stress of Job Related Tasks
Performed by Correctional Officers

Task	Mean Frequency Per Month	Mean Degree of Stress ^a
Restraining Inmate with Hands on Body	2.46	3.82
Breaking Up Fights (physically)	1.81	3.72
Running or Rapid Walking in Response to Alarm	6.06	3.52
Forcefully Moving Inmates (pushing or pulling)	1.66	3.49
Experiencing Physical Abuse	2.10	3.17
Lifting: equipment, bodies, etc.; Alone or with Assistance	11.34	2.77
Standing (number of hours per day)	5.72	2.76
Attempting to Apprehend Escapes	0.38	2.74
Carrying: Equipment, Bodies, etc.	7.60	2.68
Climbing Stairs	107.28	2.61
Searching for Contraband (e.g., bending, kneeling, crouching, stretching)	234.25	2.53

^a Degree of Physical Stress = 0 -- No stress
1 -- Very light stress
2 -- Slight stress
3 -- Moderate stress
4 -- High stress
5 -- Very high or extreme
stress

N = 110

The State Personnel Board then conducted a study designed to verify and augment this task list and to establish levels of performance required to accomplish critical tasks. The method used to develop the list of tasks and determine the performance levels was the administration of a Critical Incident Questionnaire (CIQ). The CIQ questionnaire was modeled after Kirchner and Dunnette's Minnesota Mining and Manufacturing Co. (1957) and Pinkle's Western Electric Questionnaires (1949). Of the 450 Questionnaires distributed to custodial staff respondents, only 62.2 percent were returned and of that figure, 8.2 percent had no response. The low return rate may have been influenced by an employees' organization, which urged employees not to respond to the questionnaire.

The responses to the CIQ were content analyzed and a list of tasks dependent upon physical abilities was drawn up by a committee of representatives from the institutions and experts in the field of human physiology. Those tasks identified are considered "critical tasks" in job performance (Table 5-12).

Table 5-12
Categories of Critical Physical Abilities^a

Category	% of Reported Incidents in this Category	% of Incidents Describing Effective Performance	% of Incidents Describing Ineffective Performance
Restraint	45.5	66.6	33.4
Appropriate Action	23.2	36.9	63.1
Run	20.1	56.5	43.5
Sprint (less than 1/4 mile)	13.3	56.2	43.8
Run (1/4 mile or more)	1.8	58.8	41.2
Carry	5.3	63.3	36.7
Climb	2.6	50.0	50.0
Equipment Handling	2.0	11.1	88.9
TOTAL	98.7	50.3	49.7

^a Recommended Tasks as Identified by Panel

Sprint

1. Sprint 100 yards.
2. Sprint a 150 foot obstacle course.

Run

Run at least 1/4 mile at a fast pace (eight minute mile) and still be able to drag an unconscious person to safety.

^a Recommended Tasks as Identified by Panel (Cont.)

Carry

Transport an individual on a stretcher.

Climb

Enter and depart from a gun tower.

Equipment Handling

1. After learning the technique, load and lock an issue weapon.
2. Hold a grillgate closed with one hand and lock it with the other hand while a 50 pound force is being applied in the opposite direction.
3. Manually operate access gates.
4. Operate a Folger-Adams leaf lock.
5. Hold an issue shotgun in a firing position for several minutes.

After the completion of the work with the CIQ's, a second instrument, the Critical Incident Rating (CIR) questionnaire, was administered. The CIR consisted of the list of physically demanding tasks representing the "critical" task categories identified through the administration of the CIQ. The purpose of the CIR was to determine the frequency of occurrence of tasks, the importance of the tasks, the necessity of being able to perform the tasks prior to entry into employment, and minimum acceptable levels of performance of the tasks (How far, how heavy, how long, etc.) Seven Hundred correctional officers were asked to take the CIR, more than 88 percent of those questionnaires were returned completed. The ratings obtaining from the questionnaires were used to determine what tasks should be included in the work sample and what the performance standards for those tasks should be.

A work sample consists of a series of task elements that are representative of the actual duties performed by workers in a particular job. For the purpose of defining the tasks in the work sample, a management advisory team was convened in the Department of Corrections consisting of 13 members, most of whom were senior institutional staff. The team was assisted by a number of consultants, including a biomechanical engineer and a physiologist - kinesthesiologist. The work sample battery finally selected by the management advisory team consisted of the following tasks.

1. Entering and departing a gun tower

- a. The participant will climb one flight of stairs and two 10-foot ladders, the course being of a "switch-back" design and having a new vertical climb of approximately 30 feet. Upon reaching the top of the second ladder, the participant will access the top landing through a trap door, close the door, then raise both hands, then he/she will immediately return to the starting point by the same route. A pack will be carried during the simulation that approximates the weight of a weapon and its accompanying ammunition. The goal for this task is two minutes.
- b. The purpose is to simulate entering and departing a gun tower while carrying the necessary equipment.

2. Negotiate obstacle course

- a. The participant will sprint a distance of 150 feet over a course that requires the vaulting and dodging of obstacles. The goal is 20 seconds.
- b. The purpose is to simulate responding to an emergency in a dining hall, an industrial area or a recreation area.

3. Sprint

- a. The participant will sprint 100 yards with a goal of 15 seconds.
- b. The purpose is to simulate responding to an alarm.

4. Run

- a. The participant is to run 500 yards with a goal of two minutes or less. Immediately upon completing the run, the participant is to drag a 165-pound mannequin 20 feet with a goal of 15 seconds.
- b. The purpose is to simulate responding to an alarm dragging an unconscious victim to safety upon arrival at the scene.

5. Stretcher carry

- a. The participant will carry the "stretcher end simulator" for 1/8 mile at which point it will be

replaced with the "stretcher side simulator" and the participant will be required to carry it another 1/8 mile. The goal for this task is four minutes.

- b. The purpose is to simulate removing a 185-pound victim from an area of danger using a two-person stretcher carry. Then, after obtaining assistance and changing to a four-person carry, the victim is carried to the infirmary.

Another management advisory team was convened following the administration of this initial work sample battery to a sample of 158 incumbent correctional officers, 53 of whom were women. This sample was carefully selected by means of a approach employing stratification and randomization. This new management advisory team included representatives from the medical, labor relations, health and safety, and institutions units of the CDC Central Office; at least one representative from each of the 12 institutions; and analysts from the State Personnel Board.

The team was provided with the information on all the results of the project to that point, including the data on the CIR and the testing of the incumbents. In addition to these data, the participants drew upon their personal experiences in discussing issues relevant to the testing of

physical abilities, such as affirmative action goals, administrative requirements, and adverse impact. The concept of adverse impact in this context refers to the possibility that testing for physical abilities would produce a higher failure rate among women candidates than among men.

This second team designed a survey to obtain information from incumbents pertaining to questions that had arisen in its deliberations. With the additional set of data from the survey the management advisory team proceeded to develop performance standards for each of the constituents of the work sample battery. The passing standard, for example, for entering and departing a gun tower was two minutes; for the 100-yard sprint, the passing standard was 19 seconds. In the kind of large-scale testing program the California Department of Corrections has to engage in to staff its institutions in the face of both a fairly high turnover rate and a rapidly growing population, the utilization of the work sample as a selective device would be unwieldy and excessively expensive. Consequently, the next phase of the project involved locating tests ("Laboratory Test Equivalents") which cost less to administer than tests in the work sample battery, but are predictive of performance on them. For this purpose, the State Personnel Board staff worked with consultants to break down each of the tests in the work sample battery into its component parts.

Hypotheses were derived regarding physical ability tests which might accurately predict performance on the components of the work sample tests. In Table 5-13 are presented the criteria of performance, the abilities involved in successfully performing the work sample test and laboratory test equivalents that are related to the hypothesis about each work sample test. In Table 5-14 are the tests included in the total test battery that was used in the succeeding phase of the project, the validation of the Physical Ability Tests currently used in the selection process.

Table 5-13

Performance Criteria, Physiological Factors, and
Laboratory Test Equivalents Related to
Work Sample Tests

1. Entering and departing a gun tower.

Criterion: total time

Physiological Factors

Leg power

Coordination

Trunk strength

Tests

Stair run
Dynamic leg

Side step
Cable jump

Sit-ups

Table 5-13 (Cont.)

2. Negotiating obstacle course

Criterion: total time, number of errors

Physiological Factors

Leg power

Coordination

Tests

Stair run
Dynamic leg

Side step
Cable jump

3. 100-yard sprint

Criterion: total time

Physiological Factors

Leg power

Tests

Stair run
Dynamic leg

4. 500-yard run and dummy drag

Criterion: run time (250 and 500), drag time

Physiological Factors

Aerobic endurance

Leg power

Trunk strength

Tests

PEDOL (Physical
Energy Demands of
Run)

Stair run
Dynamic leg

Trunk strength mea-
sures
Lateral extension
Sit-ups

Table 5-13 (Cont.)

5. Stretcher carry

Criterion: total time, errors

<u>Physiological Factors</u>	<u>Tests</u>
Grip strength	Grip strength
Arm/shoulder strength	Arm/shoulder abduction
Arm endurance	Dynamic arm
Trunk strength	Trunk strength measures

Table 5-14

Laboratory Test Equivalents Selected for
Validation Study

Grip strength
Arm/shoulder abduction
Trunk strength apparatus
Lateral extension (twist and touch)
Cable jump
Bent-knee sit-ups
Margaria-Kalimen stair run
Sidestep
Dynamic leg endurance
Dynamic arm endurance
PEDOL (Physical energy demands of run)

For the validation study, a sample of 158 incumbent correctional officers (105 men and 53 women) was selected so as to be representative of the total population of correctional officers in terms of sex, age, and ethnicity. These individuals were tested over two and one-half days on the work sample test battery and the laboratory physical ability tests.

The basic question in this validation study was whether performance on the laboratory physical ability tests were satisfactorily predictive of performance on the work sample tests to justify their being used in place of the work sample. In order to be a part of the final battery, a physical ability test had to account for at least 10 percent of the variance in performance on the work sample test, it was linked with, i.e., performance on the physical ability test had to have a correlation of at least .33 with performance on the work sample. In the next step of the analysis, performance on combinations of several physical ability tests hypothesized to measure single physiological factors was correlated with performance on the relevant work sample test. A number of physical ability tests were excluded from the final battery as a result of this step. For purposes of the validation analysis, the sample was broken down into two groups, one group consisted of 122 persons having the same age, sex, and ethnic composition as the total sample. The work on the validation reported to this point was done on this sub-sample of 122 cases. The remaining 36 (the "holdout" sample) were used for purposes of cross-validating the tests that had emerged as sufficiently satisfactory and unique predictors. The issue in cross-validation is whether predictors that appear to be useful on the basis of correlations obtained on one sample

are useful when they are utilized in another sample. The usual experience is that there will be some decline ("shrinkage") of the correlation obtained in the second sample. In this step, those tests which produced correlations in the holdout sample significantly lower than in the study sample or which had shrunk in the holdout sample so that they were not significantly different from zero at the .05 confidence level were regarded as not cross-validating and were eliminated from the emerging battery.

The next step in the validation process was to determine whether the physical ability tests surviving to that point were roughly equally valid for all groups, i.e., were as valid for males or females, whites or blacks, etc. That step resulted in the discarding of another test. Then the minimum loss function was used to define the performance standard (score) for each test that would result in the fewest errors. That is, the score was determined at which the fewest people would pass the test but fail the work sample and the fewest number of people would fail the test, but pass the work sample. It was then found that these initial test performance standards resulted in a lower pass rate for the Physical Ability Test battery than for the work sample. Accordingly, adjustments were made in the performance standards to minimize the number of false rejections (i.e., the number of people failing the Physical Ability

Tests who could pass the work sample). The final battery of Physical Ability Tests employed in the Department, their purposes, and the performance standards required for passing them are shown in Table 5-15.

Concluding Statement on Physical Ability Tests

An unusual amount of effort was put into the development of the Physical Ability Tests. According to the staff of the State Personnel Board, more resources were used in the construction and validation of this test than any other in the history of this State's merit system. The purpose of this was to limit the amount of adverse impact. Some adverse impact was expected because of the nature of the job as reflected in the work sample battery. The Department of Corrections has taken a number of steps to reduce the adverse impact further. Each candidate who passes the written and oral portions of the correctional officer examination is presented with a description of each of the tests in the Physical Ability Tests battery and lists of exercises that would be helpful in preparing the candidate to pass the test. (See Appendix E) Another policy of the Department is to allow the candidate who fails the test to re-take it an unlimited number of times. A sizable number of candidates have taken advantage of this opportunity, and 375 of them have passed the re-test. The results of the re-testing are shown in Table 5-16.

Table 5-15
Purpose and Passing Standards of Tests in the
Currently Used Physical Ability Test Battery

Test	Purpose of Test	
PEDOL	To predict the subjects' ability to complete a 500-yard run in two minutes.	Passing the test requires the candidate to pedal a bike ergometer at 56 rpm for a total of three minutes, the first minute at a light workload and the last two minutes at a heavy workload.
Grip Strength	To measure the strength of the muscles of the fingers, hand, and forearm.	Passing the test requires applying at least 76 pounds (or 34 kilograms) peak pressure in a sustained effort.
Trunk Strength	To determine the maximal force that can be exerted by the subject, measuring abdominal strength and back strength.	Passing the test requires the application of at least 89 pounds peak total pressure in the trunk flexion test and at least 109 pounds peak total pressure in the trunk extension test.
Dynamic Arm Endurance	To measure anaerobic power-endurance of the arms.	Passing the test requires pedaling a bike ergometer with hands and arms, at a rate of 45 rpm.
Dynamic Leg Endurance	To measure anaerobic power-endurance of the legs.	Passing the test requires pedaling a bike ergometer at a rate of 70 rpm.

Table 5-16
Results of Re-Testing¹ on Physical Ability
Tests, by Sex of Candidates

	Men		Women		Total
	No.	%	No.	%	No.
Failed	140	36.8	97	41.8	237
Passed	240	63.2	135	58.2	375
Total	380	100.0	232	100.0	612

¹Since a candidate may take a re-test on the Physical Ability Tests more than once, the figures in the table are not entirely based upon single candidates, each taking one re-test.

Training

There is an absence of an adequate orientation and on-going training on the subject of men and women officers working together, particularly in male-inmate institutions. Regularly scheduled training has been sparse on this subject in the Departmental Correctional Officer Basic Training curriculum. On an infrequent basis, a single, four-hour block of instruction has been offered on "Men and Women in Corrections"; however, less than one-fourth of the new officer classes in 1981 received this block of instruction. Fortunately, the trainees receive some orientation on men and women working together during other portions of training.

The need for such training is reinforced by a Departmental Board of Inquiry on sexual harassment, which recommended the following:

1. "That institution administrators receive an in-depth orientation as to the definition of sexual harassment..."
2. "That an in-service training program dealing with sexual harassment be developed..."
3. "Reexamine Basic Correctional Officer Academy program as it relates to training in sexual harassment."

Beyond recommendations (Holmes, 1981), actual training of men and women officers, their supervisors, and the Department's management is needed in the full range of issues relevant to a sexually integrated work setting.

Questions of equal or differential training also remain to be resolved. Notwithstanding the attitude of male officers as expressed in responses to questionnaire Items 30 and 34, there is little evidence that new women officers receive more training than their male counterparts at the academy or on-the-job, and other evidence suggests that they receive less. At the Academy, however, the men and women trainees receive the same instructional curriculum.

Assignments

There is only one official restriction on women officers' performing correctional officer assignments in male inmate institutions. This single restriction pertains to conducting body searches of the opposite sex on a regular and routine basis, such as is required when serving in the assignment of Receiving and Release Officer. Male officers too are restricted in searches of members of opposite sex. With respect to members of the public visiting an inmate, both male and female officers are required to conduct body searches of only members of the same sex.

Supervisors responsible for the institutional assignment of correctional staff repeatedly stated throughout the course of this study that, with the exception of conducting body searches on a regular basis while serving as a Receiving and Release Officer, no formal or informal policy restricts the assignment of women officers.

There is an appearance on the surface that women are serving in all assignments; and, in fact, women officers have proven themselves to be effective while assigned to the security squad, the yard, and the mainline and security housing units of the most volatile institutions. But, it is readily apparent that positions exist that are considered to be "women's jobs," such as the switchboard operator, captain's clerk, and visiting room officer. It is to these latter positions and other less demanding assignments, such as tower officer, that the majority of the women are assigned. These assignments are often willingly accepted, if not sought, by some women officers.

No systematic audit of assignment practices could practically be conducted during this study. However, the commendation evidence cited earlier and information obtained in informal interviews support the idea that women are frequently being assigned to less demanding assignments. Although researchers were told by male supervisors that women perform effectively in such assignments as the yard and mainline, the attitudes of many of the male officers, as revealed in the questionnaire, remain opposed to or ambivalent about the assignment of women officers to key institutional assignments.

Separations

An area of investigation which provided much information pertinent to our study was the examination of terminations, or separations, of women and men correctional officers. All of the data used for this portion of the study were obtained from records of the California State Personnel Board.

Definitions

Separation rate: Number of separations per 100 employees. Separation rate is computed as follows:

$$\frac{n(100)}{a} = b$$

n = number of separations

a = mean of class personnel employed during the two year period. (Number employed in each class determined at four points of time from beginning to end of two year time span, then mean derived from these four figures.)

b = separation rate

Separations fall under two general headings: voluntary and involuntary. Voluntary separations include: resignation, retirement, leave of absence, and others. Involuntary separations include: disability retirement, dismissal, involuntary resignation, death, and others.

Findings

Women officers are leaving the Department at a higher rate than are their male counterparts. More than one of five (separation rate of 22 per hundred) of the women officers terminate each year. This is compared to an annual separation rate of 18 per hundred among men officers. But, the difference in separation rates is greater for the target population studied. Among the men and women in the comparison samples who represent the newer officers, 25 percent (25 per hundred) of the women have left the Department compared to 10 percent (10 per hundred) of the men (Table 5-18). The overall percentage of involuntary separations among women officers was 21.7 which was considerably lower than for the men officers (35.4). In contrast, the women officers had a much higher percentage of voluntary separations. Of all separations among women officers, 78.4 percent were voluntary compared to 64.6 percent among the men.

As revealed in Table 5-17, the most discrepant areas in separations were disability retirements, leaves of absence, and dismissals.

Table 5-17

Reasons for Separation of Correctional Officers from
California Department of Corrections by Percent and
Annual Rates, July 1, 1979 -- June 30, 1981

Reason for Separation	Percent			Annual Rate Per 100		
	Men	Women	Total	Men	Women	Total
Voluntary						
Resignation	41.2	48.8	42.8	7.6	10.7	8.2
Retirement	11.1	.3	8.7	2.0	0.1	1.7
Leave of Absence	9.9	24.1	13.0	1.8	5.3	2.5
Other	2.4	5.2	3.0	0.5	1.2	0.6
Total Voluntary	64.6	78.4	67.5	11.8	17.2	12.8
Involuntary						
Disability						
Retirement	15.9	9.3	14.4	2.9	2.1	2.8
Dismissal	4.4	0.7	3.5	0.8	0.2	0.7
Rejection						
During Probation	4.3	5.2	4.5	0.8	1.2	0.9
Death	1.4	0.3	1.2	0.3	0.1	0.3
Resignation	5.4	3.1	4.9	1.0	0.7	1.0
Other	4.0	3.1	3.8	0.8	0.7	0.8
Total Involuntary	35.4	21.7	32.5	6.5	4.8	6.2
TOTAL	100.0	100.0	100.0	18.3	21.9	19.0

(Note 7)

Table 5-18

Reasons for Officers in Comparison Samples Leaving
Correctional Officer Status, by Sex of Officer

Reason	Number	
	Men	Women
Terminations from Officer Status		
Voluntary	5	18
Involuntary	8	3
Downgrade	1	1
Disability		
Leave	0	8
Retirement	0	2
Promotion within the Department		
Promotion	1	0
Promotion to Sergeant	6	5
Transfer out of Department		
Lateral Transfers	1	5
Promotions out of the Department	1	3
Other		
Leave of Absence	0	2
Retirement	1	0
Change of Status to Part-time	0	2
Death	0	1

Men (N = 168)
Women (N = 168)

As previously stated, the comparison samples consisted of 168 men officers and 168 women officers matched on age and experience (see Table 5-1). However, when looking at the officers from the comparison samples who have terminated, some interesting facts appear (Table 5-18). Ten women compared to no men were separated on disability leaves or disability retirements; eight women officers transferred out of the Department compared to only one of the men; 22 women officers compared to 14 men officers have separated because of voluntary or involuntary terminations or downgrades.

Inmate Assaults

The Data Base

In this section of the report data are presented regarding assaults on women officers in all the institutions of the Department for the period beginning January 1, 1976 and ending December 31, 1981. With the exception of the California Institution for Women (CIW) and the California Rehabilitation Center (CRC), all of the institutions have an all-male inmate population and a staff that is largely male.

Definitions

For the purposes of this report, a distinction was made between sexual and non-sexual assaults. Included in the sexual assaults are such things as pinching, touching the

genital area, and fondling as well as the more severe forms of assault such as rape. The non-sexual assaults are centered on parts of the body that are not sexually-related or that do not have sexual associations. In some cases, this is a difficult distinction to maintain; nevertheless, it is important to try to do so.

Number of Assaultive Incidents

As shown in Table 5-19, there were seven assaultive incidents in 1976 in which the victims were women officers. Six of these were at CIW, where the inmates committing the assaults were women themselves. In 1977, the number of assaults against women officers was eleven. In 1978, there were 22 assaults against women officers, double the number of assaults in 1977. In 1979, the number of assaults was 45, again double the number in the previous year. In 1980, there were 51 assaults against women officers and 43 assaults in 1981.

Two of the institutions (California Correctional Institution, Tehachapi, and the California State Prison at Folsom) reported no assaults on women staff during this period.

In the years 1976-81, the assaults by women against women officers at CIW constituted a significant proportion of the total assaults. This does not mean that there was a

great deal of violence inflicted upon the staff in that institution nor that the interaction of women inmates with staff at CIW was particularly deadly. It probably largely means that since there have been more women officers in contact with inmates in that institution than in any other, more women officers were at risk of being assaulted. Since there was more exposure, there was a greater number of assaults during these years.

In the years 1978-81, the assaults on women officers by male inmates at the California Training Facility at Soledad constituted the most significant proportion of the total assaults reported. For example, in 1979 the highest numerical total for any institution was reported by CTF. CTF alone accounted for 33 assaults (72%) of the total of 45. During this period, CTF reported the following percentages of the yearly totals; for 1978, 44 percent; for 1979, 72 percent; for 1980, 48 percent; and, for 1981, 33 percent. It is important to note that larger numbers of assaults at CTF were being reported by both male and female correctional officers; and in the case of the latter, the majority of the assaults were primarily non-sexual.

Range of Severity of Assaultive Behavior

As is likely to be the case with any group of assaultive incidents, the less severe types of assaults occur more frequently than do the more severe where female staff in CDC

are involved. In two incidents, the breasts of women correctional officers were grabbed by male inmates, and two other women were sexually fondled by a group of five or six inmates as they tried to pass through the group. Most of the rest of the sexually-related incidents comprise such things as pinching or grabbing buttocks. The epidemic of rapes of women correctional officers that was anticipated by those who opposed hiring women for custodial positions has not materialized and is not expected to materialize. In fact, the most severe assault on a female staff member in this period did not involve a female correctional officer. This was a rape inflicted upon a nurse. One other notably severe incident involved the attempted rape of a woman supervising cook at San Quentin.

Three of the most severe of the non-sexual assaults on women correctional officers by male inmates during the period of the survey were the following: a stabbing with a fork twice in the neck and once in the hand, a scalding on the back inflicted with a hot water hose, and a grabbing around the throat with both arms followed by an unsuccessful attempt to slash the officer with a razor blade. At the other end of the range of severity of reported physical assaults are the following: inmate threw paperback book but missed, officer hit with an unknown and non-injurious liquid substance, and officer struck by glass from a window that was broken in a disturbance.

In most cases where a women correctional officer has received a physical injury which required medical attention, it has been possible to treat her at the institution. A sizable proportion of the assaults, including both the sexual and non-sexual, have not resulted in a physical injury. That does not, of course, mean that these assaults have been without traumatic or intimidating effects.

Trends in the Number of
Assaults on Female Staff

The number of reported assaults on female staff has increased during the years covered in this survey. However, the number of assaults on male staff has also increased during this period. There are several things that have to be considered in evaluating the trend toward an increasing number of assaults on female staff in male institutions. One of these is that the number of women in custodial (and other staff) roles has increased. In effect, the number of potential female targets for an assault has increased. With more targets there will be more assaults even if there is no increase in the rate of assaults. Paralleling the growth in the number of women working as correctional officers has been an expansion in the range of assignments they are filling. The Department has emphasized the policy of putting women into custodial posts that bring them directly into contact with the inmates. While women officers still

tend to be relatively sheltered, enough women have been assigned to these posts to increase the risk of their being assaulted and probably to contribute to the growth in the number of assaults.

The largest apparent expansion in the number of reported assaults upon women staff occurred at the Correctional Training Facility in 1979, but a proportionally equivalent increase is reported in this institution for assaults on male staff. To some extent, this may reflect a shift in the emphasis of the reporting of assaultive incidents at CTF. It appeared that CTF staff reported as assaults in 1979 more vaguely assaultive incidents of a minor nature that would previously have gone unreported or would have been reported in fewer instances. Included among these were separate incidents where inmates threw at women staff a celery stick and a banana peel, a tomato (and missed), and an unidentified liquid substance. There were 14 incidents of the latter kind reported from the Correctional Training Facility in 1979.

Conclusions

A number of conclusions can be drawn on the basis of the data pertaining to assaults by inmates on women officers. Most of the assaults on women staff in male institutions have been of minor severity. The growth in the number of assaults on women staff in male institutions is paralleled

by an increase in the number of assaults on male officers. In part, the increase in the number of women assaulted is a result of the increase in the number of women employed in custodial roles in male institutions and an increase in the number of women filling positions that require direct contact with inmates.

Without minimizing the seriousness of the problem of assaults on women staff, the California Department of Corrections takes the position that the problem is a manageable one and does not plan to reduce the number of women hired for custodial roles in male institutions, nor does it plan to rescind the policy of assigning women to posts requiring direct contact with inmates.

Table 5-19
Inmate Assaults Against Women Officers
by Institution and Type of Assault

Institution	1976	1977	1978	1979	1980	1981
CCC						
Sexual	0	0	0	0	0	0
Non-sexual	0	5	1	0	0	2
CCI						
Sexual	0	0	0	0	0	0
Non-sexual	0	0	0	0	0	0
CIM						
Sexual	0	0	0	1	0	0
Non-sexual	0	1	0	1	2	1
CIW						
Sexual	0	0	0	0	0	0
Non-sexual	6	4	7	6	12	10
CMF						
Sexual	0	0	0	0	2	0
Non-sexual	1	0	0	1	1	6
CMC						
Sexual	0	0	1	0	2	0
Non-sexual	0	1	1	1	0	1
CRC						
Sexual	0	0	0	0	1	0
Non-sexual	0	0	0	0	3	3
CTF						
Sexual	0	0	2	9	2	2
Non-sexual	0	0	9	24	23	13
DVI						
Sexual	0	0	0	0	0	0
Non-sexual	0	0	0	0	0	3
Folsom						
Sexual	0	0	0	0	0	0
Non-sexual	0	0	0	0	0	0

Table 5-19 (Cont.)

Institution	1976	1977	1978	1979	1980	1981
San Quentin						
Sexual	0	0	0	0	0	0
Non-sexual	0	0	0	1	3	2
SCC						
Sexual	0	0	0	0	0	0
Non-sexual	0	0	1	1	0	0
Total, All Institutions						
Sexual	0	0	3	10	4	2
Non-sexual	7	11	19	35	44	41

Attitudes

As described in Chapter 3, a confidential questionnaire was used to assess the attitudes of men and women officers (Sample Four) and male inmates (Sample Five) regarding the employment of women as correctional officers in male-inmate institutions. The respondent group was randomly selected from seven of the male-inmate institutions. The complete questionnaire given to the staff is in Appendix C, and the inmate questionnaire is in Appendix D.

Questionnaire Results

Responses were sought in specific areas of concern. Respondent perceptions of women officers' performance in carrying out institutional assignments and selected tasks were sought. Also sought were perceptions regarding the

resistance to employment of women officers and issues concerning safety, on-the-job training, and inmate privacy. Following are the questionnaire results in each of these areas of concern, beginning with perceptions regarding performance.

Assignments

In their comparison of the performance of men and women officers having the same training and experience in 13 specific assignments (Table 5-20), women officers indicated their opinions to be that they generally perform as effectively as male officers. A considerable majority of women agreed that they could perform all of those assignments as effectively as men officers. The percentages of women agreeing that they could fill these positions as effectively as men officers ranged from a low of 69.9 for security housing officer to a high of 94.4 for main gate officer. The majority of the male officers and the inmates agreed that women officers were as effective as men officers in performing visiting room, main gate, tower, control room, culinary, work crew supervisor, and receiving and release officer's duties. In addition to these positions, a majority of inmates also felt that women were capable of performing equally effectively to male officers in the positions of yard officer, mainline housing officer, and security housing unit officer. The inmates were almost evenly divided on whether women officers were as effective

as men as search and escort, security squad, or gun walk officers. On only one assignment did a majority of inmates feel that women officers were less effective than male officers. That was security squad officer, and the majority was very slight (51.2%). On the other hand, there were four assignments where a majority of male officers felt women were not as effective as men: search and escort (64%), yard officer (59%), security housing unit officer (69%), and security squad officer (56%). No substantial majority emerged among male officers as to whether women officers were equally effective or less effective as mainline housing unit and gun walk officers.

For 12 of these 13 assignments, women correctional officers showed the highest percentages of agreement with the position that women could perform them as well as men, inmates the next highest, and men officers the lowest. On the other item, pertaining to the assignment of receiving and release officer, the percentage of inmates agreeing that women officers could perform that assignment as effectively as men was the highest, with the percentage for the women respondents the next highest. The difference between the women and the inmates on that assignment is not statistically significant, however. For the assignments in the first four questionnaire items (visiting officer, main gate officer, tower officer, and control room officer) more than 90 percent of the women officer respondents agreed that they

could perform those assignments as effectively as male officers. In contrast, percentages of men officers ranging from 66.7 to 79.2 agreed that women officers were as effective as men in filling those four assignments. The percentages for inmates are, as previously indicated, intermediate, with a range of 75.3 percent to 87.3 percent agreeing the women can perform as effectively as men in the four assignments.

On the two assignments that are regarded as particularly demanding or dangerous, search and escort officer and security housing officer, the percentages of women expressing the opinion that women officers can perform as effectively as men officers dropped to 77.7 and 69.9 respectively. For the male respondents, the drop is much greater -- to 35.9 percent agreeing that women can perform the assignment of search and escort officer as effectively as men and 31.3 percent that they can perform security housing officer duties as effectively as men. A number of things can be said about this. One is that these women still show a very considerable amount of confidence in themselves in terms of even these jobs. Another is that even with these assignments, they are still holding on to the support of about one-third of the male officers.

A number of conclusions having various probabilities of validity can be reached about these data. One is that both men and women officers rate the performance of women in a partisan or defensive manner. The women officers have

comparatively little experience in the non-traditional job of correctional officer and obviously wish to maintain their hold on and advance in the custodial series. The fact that women are threatened by the negative opinions of some of the men may contribute to the enhancement of their own self-perceptions. Another conclusion that might be drawn is that women officers as a group have established a good deal of self-confidence in this particular role. They are aware that they have the support of the administration of the Department and that their official performance ratings have been as good as those of the men. They have also had the opportunity of directly comparing their performance to their male counterparts, and the majority of them are convinced that they can do as well as the men officers in the total range of correctional officer assignments.

The men officers, on the other hand, are undoubtedly influenced by what they see as threats to their jobs and opportunities for advancement. Another kind of threat posed by the women officers is to the job-related self-concept of the men officers. The job of correctional officer is generally considered to be relatively low in the occupational status hierarchy of the general public. Undoubtedly, this affects the way that many incumbent correctional officers view their own positions and hence potentially their view of themselves. One way of enhancing their view of themselves is to stress the difficulty and dangerousness of

the job itself. ("It takes a man of special strength and toughness to do it.") Obviously, if there is an influx of women in the institutions who appear to perform on many or most of the correctional assignments as well as the men officers, that particular underpinning of the male self-concept is weakened.

In many respects it is surprising that as much support of women correctional officers exists among men officers. Many observers of the California institutions feel, furthermore, that the acceptance of women correctional officers by their male colleagues has increased.

A statistically significant difference was noted at the .05 level in a chi-square analysis, between inmates serving their first term and inmates who reported having served more than one term, on the item dealing with women performing the assignment of tower officers ($X^2 = 6.581$). Of the first-termers, 18.2 percent disagreed that women officers could perform as effectively as men in this assignment. Of the inmates reporting having served more than one term, 31.7 percent disagreed with this statement. Overall, 75 percent of the inmates expressed the opinion that women could perform as effectively as men in this assignment. Perhaps the difference between the first and the multiple termers is merely an "age" or generational difference, since the multiple termers are older on the average and may be having the problems with the changing role of women that

older men appear to be having to a greater extent than younger men. One wonders, however, why this difference should appear only with respect to tower officer and none of the other 12 assignments. Since this was the only difference between the multiple and first termers that was statistically significant among the 13 statistical tests that were performed (one for each assignment), the result may merely be an expression of the type I error ("chance").

Statistically significant differences were noted between inmates who reported being regularly supervised by women officers and those inmates who reported never or seldom being supervised by women officers, on the items dealing with women officers performing the assignments of search and escort officer ($X^2 = 6.455$) and security housing unit officer ($X^2 = 7.478$). Of the inmates who reported being regularly supervised by women officers, 41.2 percent agreed that women officers could perform as effectively as male officers in the assignment of search and escort officer. Of the inmates who reported never or seldom being supervised by a woman officer, 53.8 percent agreed with this statement. Of inmates who reported being regularly supervised by women officers, 50 percent agreed that women could perform as effectively as male officers in the assignment of security housing unit officer, while 63 percent of those describing themselves as seldom or never supervised by women officers felt that women could perform as effectively as men in that assignment.

These findings must be viewed in the context that the majority of inmates who responded to the questionnaire (56.3%) reported seldom or never being supervised by a woman officer. If these findings are taken at face value, one conclusion could be that the inmates with more experience of being supervised with women officers have become somewhat disenchanted with the capabilities of women officers in certain assignments. Another interpretation would be that those who express negative opinions about women in certain roles tend to adopt the self-defensive posture of claiming significant supervision from women officers regardless of whether they have it or not. (Is it "intellectually respectable" to devalue something you have no experience with?) Since we have no way to determine how much actual contact the inmate respondents had with women officers, we have no adequate means for choosing between the alternative interpretations. (For results of other chi-square analyses see Appendix H.)

Table 5-20
Questionnaire Items 1-13

When Compared to male officers having the same training and experience, women officers will generally perform as effectively as male officers in the following assignments

Item	Percent	
	Agree	Disagree
1. VISITING ROOM OFFICER		
Men Officers (N = 178)	79.2	20.8
Women Officers (N = 53)	90.6	9.4
Inmates (N = 395)	86.3	13.7
2. MAIN GATE OFFICER		
Men Officers (N = 180)	77.8	22.2
Women Officers (N = 53)	94.4	5.6
Inmates (N = 385)	87.3	12.8
3. TOWER OFFICER		
Men Officers (N = 180)	66.7	33.3
Women Officers (N = 52)	93.0	7.0
Inmates (N = 385)	75.3	24.7
4. CONTROL ROOM OFFICER		
Men Officers (N = 179)	74.9	25.1
Women Officers (N = 59)	91.5	8.5
Inmates (N = 381)	85.6	14.4
5. SEARCH AND ESCORT OFFICER		
Men Officers (N = 181)	35.9	64.1
Women Officers (N = 54)	77.7	22.3
Inmates (N = 381)	48.8	51.2

Table 5-20 (Cont.)

Item	Percent	
	Agree	Disagree
6. YARD OFFICER		
Men Officers (N = 181)	40.8	59.2
Women Officers (N = 54)	81.1	18.9
Inmates (N = 381)	62.8	37.2
7. GUN WALK OFFICER		
Men Officers (N = 179)	53.1	46.9
Women Officers (N = 58)	84.5	15.5
Inmates (N = 383)	55.1	44.9
8. WORK CREW SUPERVISOR		
Men Officers (N = 180)	55.6	44.4
Women Officers (N = 59)	83.0	17.0
Inmates (N = 375)	74.4	25.6
9. MAINLINE HOUSING UNIT OFFICER		
Men Officers (N = 180)	53.3	46.7
Women Officers (N = 58)	89.6	10.4
Inmates (N = 388)	69.1	30.9
10. SECURITY HOUSING OFFICER		
Men Officers (N = 179)	31.3	68.7
Women Officers (N = 53)	69.9	30.1
Inmates (N = 378)	57.4	42.6
11. CULINARY OFFICER		
Men Officers (N = 179)	62.0	38.0
Women Officers (N = 53)	86.8	13.2
Inmates (N = 380)	83.2	16.8
12. SECURITY SQUAD OFFICER		
Men Officers (N = 178)	43.8	56.2
Women Officers (N = 53)	81.1	18.9
Inmates (N = 375)	48.8	51.2

Table 5-20 (Cont.)

Item	Percent	
	Agree	Disagree
13. RECEIVING AND RELEASE OFFICER		
Men Officers (N = 177)	63.3	36.7
Women Officers (N = 52)	84.6	15.4
Inmates (N = 385)	90.9	9.1

Tasks

A list of nine tasks was presented to the respondent groups, and they were asked to indicate agreement or disagreement with whether women officers could accomplish these tasks as effectively as male officers. Most of the women officers viewed themselves as as capable as male officers on all tasks (Table 5-21). A majority of both the male officers and inmates concurred with the women on three tasks: "judging when to write-up inmates," "controlling verbal inmate confrontations," and "writing professional reports." More than half of the inmates (56%) also concurred that women officers were as effective as men officers in "maintaining personal control under stress" and "using firearms when necessary." The responses of the men officers on the task of "using firearms when necessary" were evenly split; 50 percent agreed that women could perform as well as men and 50 percent disagreed. Of the nine tasks, a majority of the male officers disagreed on four, indicating their

feelings that women officers could not perform these tasks as effectively as male officers. These were "using force to control inmates" (76%), "during incidents and emergencies" (64%), "backing up their partners" (64%), and "controlling inmate fights" (72%). A majority of the inmates agreed with the male officers that women officers were less effective on three of these tasks.

A statistically significant difference was noted between inmates who reported being regularly supervised by women officers and those who reported never or seldom being supervised by women officers on the task of "controlling inmate fights" ($\chi^2 = 4.644$). Of those inmates who reported being regularly supervised by women officers, 23.4 percent agreed that women were as effective as men officers. Of the inmates who reported never or seldom being supervised by women officers, 33.2 percent agreed. (For additional chi-square data, see Appendix H.)

Essentially the same relationship that appeared among the three groups of respondents in the data pertaining to assignments appeared in the data pertaining to these tasks. The women respondents have the highest percentages on all of the tasks agreeing that women can perform the tasks as effectively as men officers. The next highest percentages are those of the inmates followed by those of the men. On one of the tasks, "judging when to write up inmates," a larger percentage of men officers than of inmates agreed

that women officers are as effective as men in performing the task; however, the difference between the men officers and the inmates on this item is not statistically significant.

An interesting thing is that the percentages of the responses of all three groups agreeing that women can perform these tasks as effectively as men are generally lower than the percentages of responses agreeing that the women officers can perform the 13 assignments referred to in the previous section as effectively as men. The overall percentages of the responses of the three groups agreeing that the women can perform the 13 designated assignments and the nine designated tasks are as follows:

	Assignments	Tasks
Men Officers	56.7	48.3
Women Officers	85.2	79.6
Inmates	71.2	53.1

The differences between the overall percentages of agreement on the tasks and those on the assignments are relatively small for the men and women officers and much larger for the inmates. The drop in the percentages agreeing in the three groups is, in part, a function of the particular tasks in the list. In this list are tasks where traditional stereotypes about women and their relative lack of physical strength and the limitations imposed on women by this lack of strength come into play in assessing the capacity of

women to deal with these tasks. For example, approximately one third or less of the men officers and inmates regard the women as equal in effectiveness to the men in "using force to control inmates" and "controlling inmate fights." It is, of course, possible that women officers are less effective in these tasks than men; but, on the other hand, it is unlikely that women have been able to establish much of a track record, one way or the other, in "using force to control inmates" and "controlling inmate fights," given patterns of post assignments and male inclinations to preempt opportunities in this area with or without female complicity.

The absence of such a track record is conducive to the interpretation of the potential performance of women of these tasks in terms of deeply-held attitudes toward women. The interaction between the absence of clear standards and attitudes is evident in the responses to the tasks of "maintaining personal control under stress," where only 56 percent of the inmates and 47 percent of the men officers agreed that the women are as effective as men officers. Whether or not a person is maintaining personal control under stress would be very difficult to evaluate even if there were agreed upon standards for determining amount of stress and the degree of personal control exhibited. One is inclined to conclude in this highly ambiguous instance that some of the men officers and inmates are merely expressing the cherished and enduring stereotype of women as emotional

creatures. The rating of the performance of women of other tasks would not seem to lend itself to the free play of traditional stereotypes about women to the same degree, but there are nonetheless some other very interesting response patterns.

It would be difficult to find objective evidence supporting the position that women officers compared to men officers with the same training and experience do not perform as effectively as the men in "judging when to write-up inmates," yet 34 percent of the men officers, 39 percent of the inmates, and even 11 percent of the women officers felt this way when they answered the questionnaire. While there are a number of situations where the matter of whether or not an inmate should be written up is clear (e.g. assaults), there are numerous others where it is unclear. That being the case, there is plenty of room left for individual behavior and non-uniformity of response to disciplinary infractions. Therefore, one is left to wonder about the empirical foundation for the beliefs of the sizable percentages of women officers and men officers and inmates that women officers are less effective than men officers with the same training and experience in "judging when to write up inmates."

Viewed from one standpoint, the findings on the task-related as well as the assignment-related items must reflect the familiar patterns of self-defense and self-enhancement

that we have referred to elsewhere. The women have generally established themselves in their own perceptions as being as effective as men. The male inmates and officers whose self-perceptions of "masculinity," "strength," and "toughness" (not to mention the perception of jobs and promotions on the part of the officers) are in some degree threatened by the women have a tendency to down grade the performance of the women officers. Viewed from another standpoint, there is substantial support for the notion of female effectiveness in the opinions expressed by these male officers and inmates. Regarding the post assignments, 71 percent of the inmates and 57 percent of the officers overall agree that these can be equally effectively filled by women. In terms of the tasks, overall 53 percent of the opinions expressed by the inmates and 48 percent of those of the men officers support the equal effectiveness of women officers. This is remote from unanimity, which is probably unachievable both because of male attitudes and possible real differences in performance. (Maybe, for example, because of differences in size and strength, women officers can't control inmate fights as well as men.) The fact, however, is that the evidence from the responses to the questionnaire shows that there is significant male support for the effectiveness of women in the prison setting. In view of the negative attitudes and the resistances showed by the men officers at the beginning of the process of

integrating women into the correctional officer work force, this support is impressive. Of special significance is the fact that the support is expressed in a number of other ways, most impressively in the performance ratings discussed in an earlier part of this chapter.

Table 5-21

Questionnaire Items 14-22

When Compared to Male Officers Having the Same Training and Experience, Women Officers Generally Perform as Effectively as Male Officers in Accomplishing the Following

Item	Percent	
	Agree	Disagree
14. JUDGING WHEN TO WRITE-UP INMATES		
Men Officers (N = 181)	66.3	33.7
Women Officers (N = 54)	88.9	11.1
Inmates (N = 389)	61.4	38.6
15. USING FORCE TO CONTROL INMATES		
Men Officers (N = 178)	24.1	75.9
Women Officers (N = 53)	61.4	38.6
Inmates (N = 386)	34.7	65.3
16. DURING INCIDENTS AND EMERGENCIES		
Men Officers (N = 181)	35.9	64.1
Women Officers (N = 53)	77.4	22.6
Inmates (N = 382)	49.2	50.8
17. BACKING UP THEIR PARTNERS		
Men Officers (N = 179)	35.7	64.3
Women Officers (N = 54)	79.6	20.4
Inmates (N = 378)	42.3	57.7
18. MAINTAINING PERSONAL CONTROL UNDER STRESS		
Men Officers (N = 180)	46.7	53.3
Women Officers (N = 54)	81.4	18.6
Inmates (N = 385)	55.8	44.2

Table 5-21 (Cont.)

Item	Percent	
	Agree	Disagree
19. USING FIREARMS WHEN NECESSARY		
Men Officers (N = 178)	50.0	50.0
Women Officers (N = 54)	83.3	16.7
Inmates (N = 383)	56.1	43.9
20. WRITING PROFESSIONAL REPORTS		
Men Officers (N = 180)	87.2	12.8
Women Officers (N = 54)	94.5	5.5
Inmates (N = 384)	88.0	12.0
21. CONTROLLING VERBAL INMATE CONFRONTATIONS		
Men Officers (N = 181)	60.8	39.2
Women Officers (N = 53)	86.8	13.2
Inmates (N = 384)	62.2	37.8
22. CONTROLLING INMATE FIGHTS		
Men Officers (N = 179)	27.8	72.2
Women Officers (N = 52)	63.4	36.6
Inmates (N = 384)	28.6	71.3

Resistance

Responses to Item 35, designed to measure agreement with the position that hiring women as correctional officers in male-inmate prisons is desirable, indicated agreement among a substantial majority of female officers and inmates (Table 5-22). Although slightly more than half of the male officers were in agreement, almost one-fourth strongly disagreed with the employment of women officers.

Items 23, 24, and 25 measured how each of the groups, male and female officers and inmates, perceived the feelings of the three groups on the subject of assigning women as correctional officers in the institutions in which they were working or living. All groups perceived favorable feelings among most women toward the assignment of women; however, both the male and female officers perceived unfavorable feelings in most male custody staff toward the assignment of women officers in their institutions. Only 21 percent of the males perceived males as favorable as opposed to the 36 percent of the women who regarded males as favorable. The inmates were divided with slightly more than half (53%) perceiving the male staff as favorable. Female officers and inmates perceived that most inmates were favorably inclined toward the hiring of women officers. On the other hand, nearly two-thirds of the male officers perceived that most inmates were in opposition; in actuality slightly more than half of the inmates indicated a favorable attitude toward women as officers (Item 35). The responses of male officers to Items 35, 24, and 25 indicate that they perceived more resistance to women officers on the part of both their fellow male officers and inmates than either group actually expressed when asked directly.

Specifically, men express the opinion that only 21 percent of their fellow men officers approve the hiring of

women correctional officers (Item 24) when actually 51 percent of them agree with the statement that women should be hired in this capacity (Item 35). There are two possibilities for accounting for this. One is that a number of male officers when asked about their own opinions conceal them and produce a more socially desirable response (from the standpoint of the Department). This has the effect of inflating the percentage of men expressing approval of the hiring of women. The other possibility is that the men are ignorant about the opinions of some of the other men. Since not many men officers have stood up and defended the hiring of women and plenty have expressed the contrary position, this is not at all unlikely.

This hypothesis of the ignorance of the men about the opinions of their own group would seem to be more likely than the other alternative, since there have seemed to be few constraints to the voicing of opinions in opposition to the hiring of female officers. Certainly, in the research that we have conducted since 1978, there seems to be an abundance of evidence of free expression of negative opinions in this area. Greater percentages of the women (35.6) and of the inmates (53.1) express the opinion that men officers approve the hiring of women correctional officers than do the men themselves. It may be that the estimates of the women and inmates are closer to the actual opinions of the men than the estimate of the men themselves.

Table 5-22

Questionnaire Items 35, 36, 23-25, and 33

Please indicate how much you agree or disagree with the following statements

Item	Percent	
	Agree	Disagree
35. WOMEN SHOULD BE HIRED AS CORRECTIONAL OFFICERS		
Men Officers (N = 180)	51.1	48.9
Women Officers (N = 53)	90.5	9.4
Inmates (N = 374)	52.6	47.5
36. ACCEPTANCE OF WOMEN IS INCREASING		
Men Officers (N = 179)	51.9	48.1
Women Officers (N = 51)	78.5	21.6
Inmates (N = 362)	76.0	24.0
23. FEMALE CUSTODY FEEL WOMEN SHOULD BE ASSIGNED		
Men Officers (N = 180)	88.3	11.7
Women Officers (N = 54)	94.5	5.6
Inmates (N = 371)	78.7	21.3
24. MALE CUSTODY STAFF FEEL WOMEN SHOULD BE ASSIGNED		
Men Officers (N = 182)	21.4	78.6
Women Officers (N = 53)	35.6	64.4
Inmates (N = 373)	53.1	46.9
25. INMATES FEEL WOMEN SHOULD BE ASSIGNED		
Men Officers (N = 179)	36.3	63.7
Women Officers (N = 53)	58.5	41.5
Inmates (N = 375)	65.6	34.4
33. THERE IS SUBSTANTIAL RESISTANCE AMONG MALE STAFF		
Men Officers (N = 182)	72.5	27.4
Women Officers (N = 53)	64.2	35.9
Inmates (N = 356)	55.1	45.0

Safety Issues

There were five items in the questionnaire concerning issues of personal safety. Three of the items (26, 31, and 32) asked for opinions about whether or not women officers were in more danger than male officers when working alone. Although most male officers felt that both male and female officers' personal safety is endangered when working alone, a higher percentage (83%) felt that women officers were in more danger than men. Both woman officers and inmates were essentially split evenly on the issue of whether or not women officers' safety is endangered when working alone. Of the other two items relating to personal safety, one stated that as partners, women officers endanger male officers' personal safety, and the other item stated that, as supervisors, women officers endangered the personal safety of inmates. Women strongly (87%) disagreed with these statements, and their disagreement was echoed by approximately two-thirds of the inmates. About half of the male officers agreed with these two statements.

Chi-square analyses revealed statistically significant differences at the .05 level between inmates serving their first term and inmates serving more than one term, on Items 26 and 31. On Item 26, of those who reported serving more than one term, 56.4 percent agreed that a woman officer's safety is endangered when working alone, more so than a male. Of inmates who reported serving their first term,

42.0 percent agreed. On Item 31, 39.2 percent of the first term inmates agreed that a woman officer's safety is endangered when working alone. Of the inmates who reported serving more than one term, 50.7 percent agreed with this statement. These differences are likewise statistically significant. Since neither of these groups of inmates can possibly have an adequate amount of objective data to go on, we suspect an age or generational relationship here. The prior termers, who are older on the average, may have the lower degree of acceptance of women in non-traditional roles that older males in general have. This lower degree of acceptance may be reflected in an inclination of some generality to downplay the effectiveness and appropriateness of women in the prison setting, and to rationalize this inclination on the basis of issues such as safety.

Table 5-23

Questionnaire Items 31, 32, 26, 28, and 29

Please indicate how much you agree or disagree with the following statements

Item	Percent	
	Agree	Disagree
31. WOMEN OFFICERS' SAFETY IS ENDANGERED WHEN WORKING ALONE		
Men Officers (N = 182)	83.0	17.0
Women Officers (N = 51)	50.9	49.1
Inmates (N = 386)	45.8	54.2

Table 5-23 (Cont.)

Item	Percent	
	Agree	Disagree
32. MALE OFFICERS' SAFETY IS ENDANGERED WHEN WORKING ALONE		
Men Officers (N = 182)	69.3	30.7
Women Officers (N = 52)	53.9	46.1
Inmates (N = 381)	32.8	67.2
26. WOMEN OFFICERS' SAFETY IS ENDANGERED WHEN WORKING ALONE MORE SO THAN MEN		
Men Officers (N = 181)	59.1	40.9
Women Officers (N = 53)	35.8	64.2
Inmates (N = 388)	49.7	50.3
28. MALE OFFICERS' SAFETY IS ENDANGERED WHEN WORKING WITH A WOMEN PARTNER		
Men Officers (N = 181)	53.1	46.9
Women Officers (N = 54)	12.9	87.1
Inmates (N = 375)	34.3	65.7
29. PERSONAL SAFETY OF INMATES IS ENDANGERED WHEN SUPERVISED BY WOMEN OFFICERS		
Men Officers (N = 181)	46.4	53.6
Women Officers (N = 54)	12.9	87.1
Inmates (N = 379)	36.4	63.6

On-the-job training

In regard to the issue of whether new women officers receive more or less help in learning the job than new male officers (Items 30 and 34), both the male officers (85%) and the inmates (76%) disagreed that women receive less help.

The women officers were divided on whether or not women receive less help than men; about half felt they did and half they didn't. Women officers disagreed (75%) with the statement that they received more help. The male officers and inmates were both about evenly divided on the issue of whether women officers receive more help. These data are complicated, but a sizable group of male officers feel that women are more advantaged from the standpoint of training than they are and are apparently experiencing the associated resentments. (And one-fourth of the women responding agree that women receive more training.)

Table 5-24
Questionnaire Items 34 and 30
Please indicate how much you agree or disagree with the following statements

Item	Percent	
	Agree	Disagree
34. WOMEN RECEIVE LESS HELP		
Men Officers (N = 182)	15.3	84.7
Women Officers (N = 53)	49.6	50.4
Inmates (N = 365)	24.4	75.6
30. WOMEN RECEIVE MORE HELP		
Men Officers (N = 182)	51.1	48.9
Women Officers (N = 52)	25.0	75.0
Inmates (N = 368)	53.3	46.7

Inmate Privacy

In response to the question, "Do you feel the presence of women correctional officers at this institution invades your privacy?" 31 percent of the inmate respondents replied "yes", and 69 percent replied "no". When the same question was asked of the earlier (1980) inmate sample, 50 percent replied in the affirmative, and 50 percent in the negative. Thus there appears to be a trend of less concern among inmates regarding this issue. This question was phrased in a general manner, referring to women's presence in the overall institution. Specific issues, such as their presence in housing units or shower and toilet facilities, were not the

focus of this present study. These issues did surface in the "comments" section of the questionnaire, however. The majority of comments were favorable toward women's presence in the institution overall, but unfavorable toward their presence in housing, toilet, and shower facilities; such presence was seen as an invasion of privacy. This particular topic of concern received more inmate comments than did any other issue in this study. However, no statistically significant differences on the issue of the invasion of privacy were found in the comparison of inmates with regular supervision by women and those seldom or never supervised by women and the comparison of first term inmates with multiple termers.

Table 5-25

Questionnaire Item 40

Please indicate how much you agree or disagree with the following statement

Item	Percent	
	Agree	Disagree
40. THE PRESENCE OF WOMEN CORRECTIONAL OFFICERS INVADES YOUR PRIVACY		
Inmates (N = 376)	31.1	68.9

Normalizing the Institutional Environment

One argument for women correctional officers in men's

prisons has been that women would tend to normalize the prison environment by making it more like society outside of the prison. When asked if they felt that women's presence in a male-inmate prison helped improve the prison environment, only 45 percent of men officers agreed. Fifty-seven percent of women officers agreed. The most positive response to this question came from the inmates themselves, with 69 percent agreeing, and 31 percent disagreeing (Table 5-26). Since the primary interest in normalizing the environment is normalizing it for inmates, the high percentage of agreement from the inmates is particularly important.

Table 5-26

Questionnaire Item 27

Please indicate how much you agree or disagree with the following statement

Item	Percent	
	Agree	Disagree
27. WHEN WOMEN WORK AS CORRECTIONAL OFFICERS, THE PRISON ENVIRONMENT IS IMPROVED		
Men (N = 181)	44.8	55.2
Women (N = 54)	57.4	42.6
Inmates (N = 386)	69.2	30.8

Analysis of Item 41 -- Inmate Sample

The last questionnaire item provided an opportunity for

written comments from respondents. The comments were categorized by issue or topic and evaluated as being positive or negative to women working as correctional officers in male institutions. Understandably, these comments do not necessarily reflect the overall attitudes of respondents toward women correctional officers. They only reflect what respondents chose to write when asked for additional comments. For example, an inmate who feels generally positive toward women officers may still feel his privacy is invaded when they observe him in the shower and toilet areas. This perceived invasion of privacy may be the only comment he makes in response to Item 41, thus, the attitude of this respondent could be classified as negative if the analyst were not careful. It may also be significant that of 400 inmate respondents, 180 of them (45%) had no comments. The following analysis, therefore, is limited to the 220 inmates who responded.

Of the 220 inmates who did respond, 94 of them (43%) wrote comments that were generally positive toward the women officers; 67 (30%) added comments that were generally negative; and 59 (27%) produced mixed or irrelevant comments. Beyond these general response inclinations, the following tables report the number and percent of comments received by topical category.

Table 5-27

Positive Inmate Responses to Item 41 by Topical Category

Topical Category	Number	Percent
1) <u>Women officers normalize the prison environment -- included comments that the women raised morale, lessened tension, were good to look at, and added a "woman's touch".</u>	34	33
2) <u>Women officers have a right to work in men's prisons</u>	20	20
3) <u>Women officers possess special qualities of warmth that enhance their effectiveness -- included comments about women being more helpful, being better listeners, being more friendly, and smiling more compared to men officers.</u>	19	19
4) <u>Women officers are not viewed as women, but only as officers, equal to their male counterparts</u>	13	13
5) <u>Because they are female, women officers are naturally respected more by the male inmates than are men officers -- included comments that male inmates are less violent toward and more protective of women.</u>	7	7
6) <u>Women officers are better, more conscientious workers than are their male counterparts</u>	4	4
7) <u>Women are less prone to use violence against inmates than are men officers</u>	2	2
8) <u>Women officers create a safer environment for those around them</u>	2	2

Table 5-27 (Cont.)

Topical Category	Number	Percent
9) <u>Women officers do not present an invasion of inmates' privacy when viewing inmates in showers, toilet facilities, and housing units</u>	1	1
TOTAL	102	100.0

Table 5-28

Negative Inmate Responses to Item 41 by Topical Category

Topical Category	Number	Percent
1) <u>The presence of women officers in toilet, shower, and housing areas constitutes an invasion of inmates' privacy</u>	34	28
2) <u>Women officers are not as physically capable as are male officers of performing physically demanding duties,</u> -- included comments about concern that small size may be a liability in physical altercations, and that women officers cannot use weapons effectively.	18	15
3) <u>The presence of woman officers creates problems relating to sex</u> -- included comments about the problem of woman officers being attractive but untouchable, behaving seductively, teasing or ridiculing inmates, using their sex appeal to manipulate others, and having romantic relationships with inmates which often result in jealousy.	14	12
4) <u>Women officers are not prepared well enough to deal with the unfamiliar, male prison environment</u> -- included comments about the need for better training.	9	8
5) <u>Women officers are too emotional</u>	9	8

Table 5-28 (Cont.)

Topical Category	Number	Percent
6) <u>"A woman's place is in the home" -- included comments about traditional beliefs of female inferiority and traditional religious or cultural beliefs supporting this view.</u>	9	8
7) <u>A woman officer's presence in a male prison presents a danger to the physical safety of both staff and inmates around her</u>	8	7
8) <u>Negative attitudes of male correctional officers toward women officers create a problem -- included feelings of being threatened, or overprotective, or behaving unprofessionally in order to impress woman officers.</u>	7	6
9) <u>Women officers are subjected to verbal harassment and abuse from inmates</u>	5	4
10) <u>Women officers are put in a position of being "under a spot light" and are forced to prove themselves</u>	3	2
11) <u>Women officers show less qualities of warmth than do their male counterparts</u>	2	1
12) <u>Women officers are respected less than are their male counterparts</u>	2	1
TOTAL	120	100.0

Analysis of Item 41 --
Correctional Officer Sample

The same analytical procedure used for the inmates was used for analyzing comments from correctional officers. A total of 182 men correctional officers were surveyed, and 87 of these officers wrote comments. Of the 54 women officer respondents, 37 wrote comments.

Of the 87 men officers who did respond, 20 of them (23%) produced comments generally positive toward women officers, 34 (39%) commented generally negatively, and 33 (38%) produced mixed comments.

Of the 37 women officers who did respond, 23 of them (62%) were considered to be generally positive toward women officers; one (3%) was generally negative; and 13 (35%) were mixed.

Three new topics surfaced in addition to those addressed by the inmate respondents. The comments of the male officers suggested that women officers are an added burden and that they are gullible in their interactions with inmates. A new topic surfacing from the comments of the women officers was their desire to have the opportunity of working in areas that in practice are currently inaccessible to them, such as the special security housing unit.

The following tables are organized in the same manner used for reporting the inmate comments.

Table 5-29
Positive Responses to Item 41 from Men Officers
by Topical Category

Topical Category	Number	Percent
1) <u>Women officers normalize the prison environment -- included comments that women raised morale, lessened tension, were good to look at, and added a "woman's touch".</u>	7	35
2) <u>Women officers have a right to work in men's prisons</u>	3	15
3) <u>Women officers possess special qualities of warmth that enhance their effectiveness -- included comments about women being more helpful, being better listeners, being more friendly, and smiling more compared to men officers.</u>	0 (a)	0
4) <u>Women officers are not viewed as women, but only as officers, equal to their male counterparts</u>	6	30
5) <u>Because they are female, women officers are naturally respected more by the male inmates than are men officers -- included comments that male inmates are less violent toward and more protective of women.</u>	0 (a)	0
6) <u>Women officers are better, more conscientious workers than are their male counterparts</u>	0 (a)	0

Table 5-29 (Cont.)

Topical Category	Number	Percent
7) <u>Women are less prone to use violence against inmates than are men officers</u>	0 (a)	0
8) <u>Women officers do not present an invasion of inmates' privacy when viewing inmates in showers, toilet facilities, and housing units</u>	1	5
9) <u>Women are as physically capable as men of handling the job</u>	2 (b)	10
10) <u>Women officers cause the prison environment to be less dangerous than do male officers</u>	1	5
TOTAL	20	100.0

(a) Although no men officers commented on these topics, they are included in the table for the purpose of making comparisons with the inmate respondent group.

(b) Topic not mentioned by inmate respondents.

Table 5-30
Negative Responses to Item 41 from Men Officers
by Topical Category

Topical Category	Number	Percent
1) <u>The presence of women officers in toilet, shower, and housing areas constitute an invasion of inmates' privacy</u>	5	8
2) <u>Women officers are not as physically capable as male officers of performing physically demanding duties, -- included comments about concern that small size may be a liability in physical altercations and that women officers cannot use weapons effectively.</u>	13	22
3) <u>The presence of woman officers creates problems relating to sex -- included comments about the problem of woman officers being attractive but untouchable, behaving seductively, teasing or ridiculing inmates, using their sex appeal to manipulate others, and having romantic relationships with inmates which often result in jealousy.</u>	5	8
4) <u>Women officers are not prepared well enough to deal with the unfamiliar, all-male prison environment -- included comments about the need for better training.</u>	5	8
5) <u>Women officers are too emotional</u>	4	7

Table 5-30 (Cont.)

Topical Category	Number	Percent
6) <u>"A woman's place is in the home" -- included comments about traditional beliefs of female inferiority and traditional religious or cultural beliefs supporting this view.</u>	1	2
7) <u>A woman officer's presence in a male prison presents a danger to the physical safety of both staff and inmates around her</u>	7	12
8) <u>Negative attitudes of male correctional officers toward women officers create a problem -- included feelings of being threatened, or overprotective, or behaving unprofessionally in order to impress woman officers.</u>	2	3
9) <u>Women officers are subjected to verbal harassment and abuse from inmates</u>	0 (a)	0
10) <u>Women officers are put in a position of being "under a spot light" and are forced to prove themselves</u>	1	2
11) <u>Women officers are gullible in their interactions with inmates -- included comments about women officers feeling "overly-sorry" for inmates and reacting to inmates personally rather than professionally.</u>	5	8

Table 5-30 (Cont.)

Topical Category	Number	Percent
12) <u>Women officers represent an added and unwanted burden for male officers</u> -- included comments about women being paid same for less work, performance standards being lowered to accomodate women, causing men officers to have more work in watching out for women officers, etc.	9	15
13) <u>Women officers are respected less than are male officers</u>	3 (b)	5
TOTAL	60	100.0

(a) Although no male officer commented on this topic, it is included for the purpose of respondent group comparison.

(b) Topic not mentioned by inmate respondents.

Table 5-31

Positive Responses to Item 41 from Women Officers
by Topical Category

Topical Category	Number	Percent
1) <u>Women officers normalize the prison environment</u> -- included comments that women raised morale, lessened tension, were good to look at, and added a "woman's touch".	2	17
2) <u>Women officers have a right to work in men's prisons</u>	1	8
3) <u>Women officers possess special qualities of warmth that enhance their effectiveness</u> -- included comments about women being more helpful, being better listeners, being more friendly, and smiling more compared to men officers.	3	25
4) <u>Women officers are not viewed as women, but only as officers, equal to their male counterparts</u>	4	33
5) <u>Because they are female, women officers are naturally respected more by the male inmates than are men officers</u> -- included comments that male inmates are less violent toward and more protective of women.	1	8
6) <u>Women officers are better, more conscientious workers than are their male counterparts</u>	0 (a)	0

Table 5-31 (Cont.)

Topical Category	Number	Percent
7) <u>Women are less prone to use violence against inmates than are men officers</u>	0 (a)	0
8) <u>Women are as physically capable as men of handling the job</u>	1 (b)	8
TOTAL	12	100.0

(a) Although no women officers commented on these topics, they are included in the table for the purpose of making comparisons with the inmate respondent group.

(b) Topic not mentioned by inmate respondents.

Table 5-32
Negative Responses to Item ⁴¹48 from Women Officers
by Topical Category

Topical Category	Number	Percent
1) <u>The presence of women officers in toilet, shower, and housing areas constitutes an invasion of inmates' privacy</u>	2	9
2) <u>Women officers are not as physically capable as male officers of performing physically demanding duties</u> , -- included comments about concern that small size may be a liability in physical altercations and that women officers cannot use weapons effectively.	4	18
3) <u>The presence of woman officers creates problems relating to sex</u> -- included comments about the problem of woman officers being attractive but untouchable, behaving seductively, teasing or ridiculing inmates, using their sex appeal to manipulate others, and having romantic relationships with inmates which often result in jealousy.	0 (a)	0
4) <u>Women officers are not prepared well enough to deal with the unfamiliar, all-male prison environment</u> -- included comments about the need for better training.	7	33
5) <u>Women officers are too emotional</u>	1	4

Table 5-32 (Cont.)

Topical Category	Number	Percent
6) <u>"A woman's place is in the home" -- included comments about traditional beliefs of female inferiority and traditional religious or cultural beliefs supporting this view.</u>	1	4
7) <u>A woman officer's presence in a male prison presents a danger to the physical safety of both staff and inmates around her</u>	0 (a)	0
8) <u>Negative attitudes of male correctional officers toward women officers create a problem -- included feelings of being threatened, or overprotective, or behaving unprofessionally in order to impress woman officers.</u>	5	24
9) <u>Women officers are subjected to verbal harassment and abuse from inmates</u>	1	4
10) <u>Women officers are put in a position of being "under a spot light" and are forced to prove themselves</u>	0 (a)	0
11) <u>Women officers are gullible in their interactions with inmates -- included reference to women officers feeling "overly-sorry" for inmates and reacting to inmates personally rather than professionally.</u>	0 (a)	0

Table 5-32 (Cont.)

Topical Category	Number	Percent
12) <u>Women officers represent an added and unwanted burden for male officers -- included comments about women being paid the same for less work, performance standards being lessened to accomodate women, causing men officers more work to watch out for women officers, etc.</u>	1	4
TOTAL	22	100.0

(a) Although no women officer commented on this topic, it is included for the purpose of respondent group comparison.

(b) Topic not mentioned by inmate respondents.

CHAPTER SIX
DISCUSSION AND CONCLUSIONS

In this final chapter, the findings reported in earlier chapters will be discussed in the light of the literature reviewed and from the researchers' perspectives. Some of the subjects previously covered in separate sections will be integrated for the purposes of discussion and stating of conclusions.

Performance

The findings developed from the review of the Department's official records concerning the job performance of women officers are in contrast to the attitudes expressed by many men officers and, to some extent, the inmates. There were no indications of inferior job performance on the part of women officers in the performance ratings received by the men and women officers in the comparison samples. In spite of such evidence, the responses to the attitude questionnaire showed the men and women officers and inmates had major differences of opinion about the comparative performance of men and women officers.

With respect to the probationary officer performance ratings prepared by supervisors (Table 5-5), the ratings of the women officers were significantly higher in the category

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2 OF 3

"Relationships with People" ($X^2 = 11.12$). In fact, a greater percentage of women probationary officers were rated as "Outstanding" in each of the six factors used for rating the performance of probationary officers. These ratings ultimately determine whether a probationary officer receives permanent tenure. In regard to the seven performance factors used for rating the performance of tenured officers there were again statistically significant differences (Table 5-6). The women officers were rated higher in "Meeting Work Commitments" ($X^2 = 11.16$).

Yet, their responses to the attitude questionnaire again revealed that a majority of the men officers felt women were not as effective as men in certain assignments, in performing tasks requiring physical strength, and in emergency situations. The inmate men were in consensus with the men officers in feeling men were more effective in tasks requiring physical strength. However, when considering the major assignments of a correctional officer, a majority of inmates did not feel that women were less effective than men.

The literature revealed similar conflicts exist in both the military and in the field of law enforcement where women staff are concerned. For example, in the U.S. Army, women have demonstrated their skill in a wide variety of occupational specialties to be equal or better than that of their male counterparts and the Police Foundation studies show

that being of the male sex is not a necessary occupational qualification for doing satisfactory police patrol work. Yet, studies reveal that male co-workers in the army and in law enforcement doubt the ability of women to do the job and that these males hold predominately negative attitudes towards their women co-workers as police officers and as members of the military.

Closely related to the expressed concerns about job performance are those related to safety. The results of the questionnaire disclosed less concern about working with a woman partner among the male correctional officers than among police officers. The literature revealed 67 percent of male police officers felt that their safety would be jeopardized if given a female partner (Hindman, 1975), but only 53 percent of the male correctional officers felt that their personal safety is endangered when working with a woman partner. Also, only 46 percent of the male correctional officers felt the personal safety of inmates is endangered when supervised by women officers. Both the inmates and the women officers saw the men officers as less endangered by working with a women partner than did the men themselves. Likewise, both the women officers and the male inmates saw inmates as less endangered by being supervised by women officers than did the men officers. While the issue of safety remains a concern as it relates to the presence of women officers in male inmate institutions in the

California Department of Corrections, no evidence was found that the safety of both staff and inmates is in jeopardy because women are working as correctional officers. In fact, the police studies (Sherman, 1975) have indicated that women officers are more effective in avoiding violence by defusing potentially violent situations.

The practice of reserving certain jobs for women, a form of job segregation, was found to be a problem because it creates among men officers a feeling that they must assume an unequal burden of the more demanding work. This same problem has been noted in the literature dealing with the integration of women into the police and military. Moreover, by working in less demanding assignments, women may experience limited career mobility, since more demanding assignments are considered the experience needed for career advancement in the Department.

In summary, there is no significant difference between the men and women correctional officers in terms of job performance. It is, however, recognized that just as in the military and in police work, new women correctional officers may require supplemental training and experiences to reach their full potential because of limitations in the kinds of pre-entry work experiences many of the women have had.

Resistance

Consistent with the literature reviewed regarding women

working in other criminal justice agencies, this study concludes that substantial resistance remains among men officers to the employment of women officers in male institutions in CDC. While nearly two-thirds of the male inmates felt women should be assigned to male institutions, nearly two-thirds of the men officers disagreed. Additionally, nearly three-fourths of the men officers felt there was substantial resistance among male staff to the presence of women officers in male institutions. Women officer respondents commented on this problem frequently when interviewed. It appeared that male staff resistance, which often tended to be covert, was more difficult for women officers to deal with than any inmate harassment or hostility, which tended to be more "in the open."

The Departmental Inquiry Board into Sexual Harassment (Taylor, 1981) concluded that sexual harassment and unfair treatment of female employees does exist in the Department's institutions. In addressing this problem, the Board developed a number of recommendations (Appendix G), many of them in the area of training. From the literature review it was similarly concluded that through education the problem of sexual harassment can best be addressed. Accordingly, these recommendations are covered in the section of this chapter devoted to training issues.

Training

There is little question of the need for women to undergo the same training as that for men, but some thought must be given to supplemental training for women. The experiences of the military and police agencies in subjects such as hand-to-hand combat showed that women recruits ultimately performed as well as the men but needed slightly more time to bring themselves up to required physical standards. Women trainees in the Department's basic training program are significantly outnumbered by men. Feelings of isolation from other women officers often develop during training sessions. These feelings may then follow the woman officer into her institutional assignment and are reinforced when she is frequently paired with a male officer. Women officers need training in how to deal with these feelings of isolation.

The need also exists for the retraining and additional orientation of seasoned men and women officers in specific issues related to working in a sexually integrated setting. The experience of seasoned women officers represents a rich source of curriculum input; and methods adopted by them on the job, often through trial and error, are in need of systematic evaluation.

A systematic review should be made of the Department's curriculum at the Basic Correctional Officer Training Academy as it relates to training new women officers, empha-

sis should be placed on training for work in a non-traditional occupation in a sexually integrated setting. Supplemental training for the new woman officer should also be provided in subjects dealing with physical activities such as self-defense and confrontation with inmates.

The Privacy Issue

Although it appears to be a matter of decreasing concern, the number one concern of the inmates with regard to women correctional officers still remains the issue of the invasion of privacy. In the "comments" section of the questionnaire, inmates mentioned this issue about twice as often as they did the second most frequent issue, that of the physical ability of the women officers.

This issue has been characterized as a choice between invasion of privacy or equal employment opportunity. It would seem reasonable that options are available which would contribute to resolving this dilemma.

At all CDC male institutions except two, Folsom and San Quentin, screens of some kind have been installed in shower and toilet areas. These screens have alleviated the problem considerably. There are still concerns of inmates about privacy in other settings, e.g. living units that have cell doors with bars. However, some alternatives are being tried out in those situations as well.

At CIW, California's prison for women, screens are utilized in toilet and shower areas. Men officers may be assigned to housing units, but as a matter of policy, they do not enter the shower and toilet areas except in emergency situations which require such action. A similar policy, or other creative solutions might be found for men's prisons so that respect might be shown for the dignity of our male prisoners as well.

Selection and Attrition Issues

Prior to the inclusion of the Physical Ability Tests in the screening process, women candidates survived the process and got on the hiring eligibility list at about the same rate as did their male counterparts. Men, however, were hired from that list at a slightly greater rate, which suggests that the possibility of preferential hiring practices should be examined, especially in light of the stated affirmative action objectives of the Department (Appendix G).

The Physical Ability Tests

The process of becoming eligible for hire as a correctional officer requires, among other things, passing various tests. The candidate must first pass a written test and oral interview. Subsequent to that he or she must pass a medical examination and a series of tests known as the Physical Ability Tests. The latter consist of various tests

of strength and endurance related to actual tasks performed by correctional officers on the job. From October 1981 when the Department started administering the test to January 1983, 3,723 candidates (1,961 men and 762 women) had taken the Physical Ability Tests. The percentage of failure for the men during that period was 16. For the women it was 35. This difference is of both practical and statistical significance ($\chi^2 = 129.28$, $p < .001$). Much more effort was expended in constructing and validating the Physical Ability Tests than is the case with the usual Merit System Examination in California. Indeed, according to the State Personnel Board, the agency with the responsibility for the development of the tests, more resources were put into validating them than was the case with any other test in the history of the Merit System in California. Because of the physical nature of the sample of tasks (work sample) against which the Physical Ability Tests were validated, it was expected that these tests would have some adverse impact. However, to minimize the adverse impact the Department has prepared orientation materials for the candidates describing the tests and a set of exercises that would be helpful in preparing for the tests. Each candidate who fails to pass the Physical Ability Tests may take the battery again an unlimited number of times. Many candidates have taken the test over again, and 375 of them have passed it in the retest.

Separations

Analysis of the separation data reveals the rate of involuntary terminations among women officers is less than that for their male counterparts. Thus, there is additional support for the finding that the performance of women officers is at least as good as the men. The fact remains, however, that the overall rate of voluntary terminations is higher among the women officers. Three times as many women as men officers in the comparison samples voluntarily terminated during the study period. The argument made to account for this difference that women do not view their work as as necessary as their husbands' has little validity with the increase in the number of women who are the sole support of their families (Russell, 1981). The study has revealed that while the men and women officers were equally likely to have dependent children, the men were twice as likely to be married (Table 5-2). Also, six percent of the women officers in their comparison sample have left the Department on disability as opposed to none of the men in their comparison sample.

Further investigation of the area of staff turnover is needed. The separation rate for all correctional officers is more than double the rate for all state civil service employees (Briscoe, 1981). While turnover rates among both men and women officers are very high, voluntary separations

of women officers certainly warrant attention since those voluntary separations have such a high rate. Resistance toward women officers among their male counterparts is certainly a possible cause of the high rate of voluntary separations among women and warrants a thorough examination by the Department in that light.

Assaults

Three principal conclusions were reached in regard to assaults by inmates against women officers. Most of the assaults on women staff in male institutions have been of minor severity. The growth in the number of assaults on women staff in male institutions is paralleled by an increase in the number of assaults on male officers. In part, the increase in the number of women assaulted is an expression of an increase in the number of women employed in custodial roles in male institutions and an increase in the number of women filling positions that require direct contact with inmates.

Without minimizing the seriousness of the problem of assaults on women staff, the California Department of Corrections takes the position that the problem is a manageable one and does not plan to reduce the number of women hired for custodial roles in male institutions nor to rescind the policy of assigning women staff to posts placing them in direct contact with male inmates.

Summary

No significant differences exist in the quality of performance of the men and women officers doing the job of correctional officer in the male inmate institutions of the California Department of Corrections.

Sexual harassment of women officers does exist in the Department, and male co-worker resistance to the women officers remains, which may contribute to the significantly higher rate of voluntary terminations among women officers.

Yet, there is increasing acceptance of women officers among male inmates, and a high rate of assaults on these officers has not materialized. Invasion of privacy still exists as an issue among men inmates, but there is also an indication that this is becoming less of an issue.

The major findings of this study lead to the conclusion that sex is not a bona fide qualification for employment as a correctional officer in an institution for men. The California Department of Corrections has successfully implemented a program of recruiting, training, and placing large numbers of women as correctional officers in institutions for men. While the success of this program has been demonstrated, this study has also concluded that there exists a need for program improvements in monitoring hiring practices to avoid preferential selection of men; in eliminating the practice of reserving certain institutional jobs

for women officers; in implementing a formal program to ensure women officers are given the opportunity to experience the full range of available institutional assignments; in providing on-going training relating to men and women working together effectively; in eliminating sexual harassment; in providing supplemental training to new women officers in areas requiring physical strength; and in investigating the high rate of attrition among officers, particularly among women.

Finally, it is concluded that further research is essential. This study represents a first research effort in the area of women working as officers in prisons for men. The study accomplished its objectives to assess the ability of the women officers to perform the job, to assess the attitudes of men and women officers and inmates toward women officers, and to produce a demographic profile of the women officers. This study was thus limited to collecting baseline descriptive data and identifying basic issues of concern for correctional practitioners, policy makers, and planners. It is hoped that this study will serve to stimulate further research and to suggest the directions of such research.

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APPENDIX A

PERSONAL ATTRIBUTES OF WOMEN CORRECTIONAL OFFICERS

Table A-1
Mean Age, Height, Weight, and Percent Ethnic
Distribution of Women Correctional
Officers Serving in Institutions for Men

Group	Mean		
	Age	Height	Weight
Total Officer Population (N = 386)	31.1	64.9	136.6
Ethnicity		Number	Percent
Black		150	39.0
Caucasian (Anglo)		176	45.0
Hispanic		54	14.0
Other		6	2.0

Table A-2
Marital Status and Number of Children Reported by Women
Correctional Officers Serving in Institutions for Men

Attribute	Number	Percent
Marital Status		
Married	146	37.8
Not Married	240	62.2
Total:	386	100.0
Distribution of Children among Officers		
None	169	43.8
One	90	23.3
Two	67	17.4
Three	34	8.8
Four	16	4.1
Five or more	10	2.6
Total:	386	100.0

Table A-3
Educational Attainment of Women Correctional
Officers Serving in Institutions for Men

Education	Number	Percent
Earned College Credits	285	73.8
No College Credits Earned	101	26.2
Total:	386	100.0
Academic Degrees Earned		
Associate	53	13.8
Baccalaureate	56	14.6
Master's or Higher	7	1.8
Total:	116	30.2

Table A-4
Work Experience of Women Immediately Prior
to Correctional Officer Employment

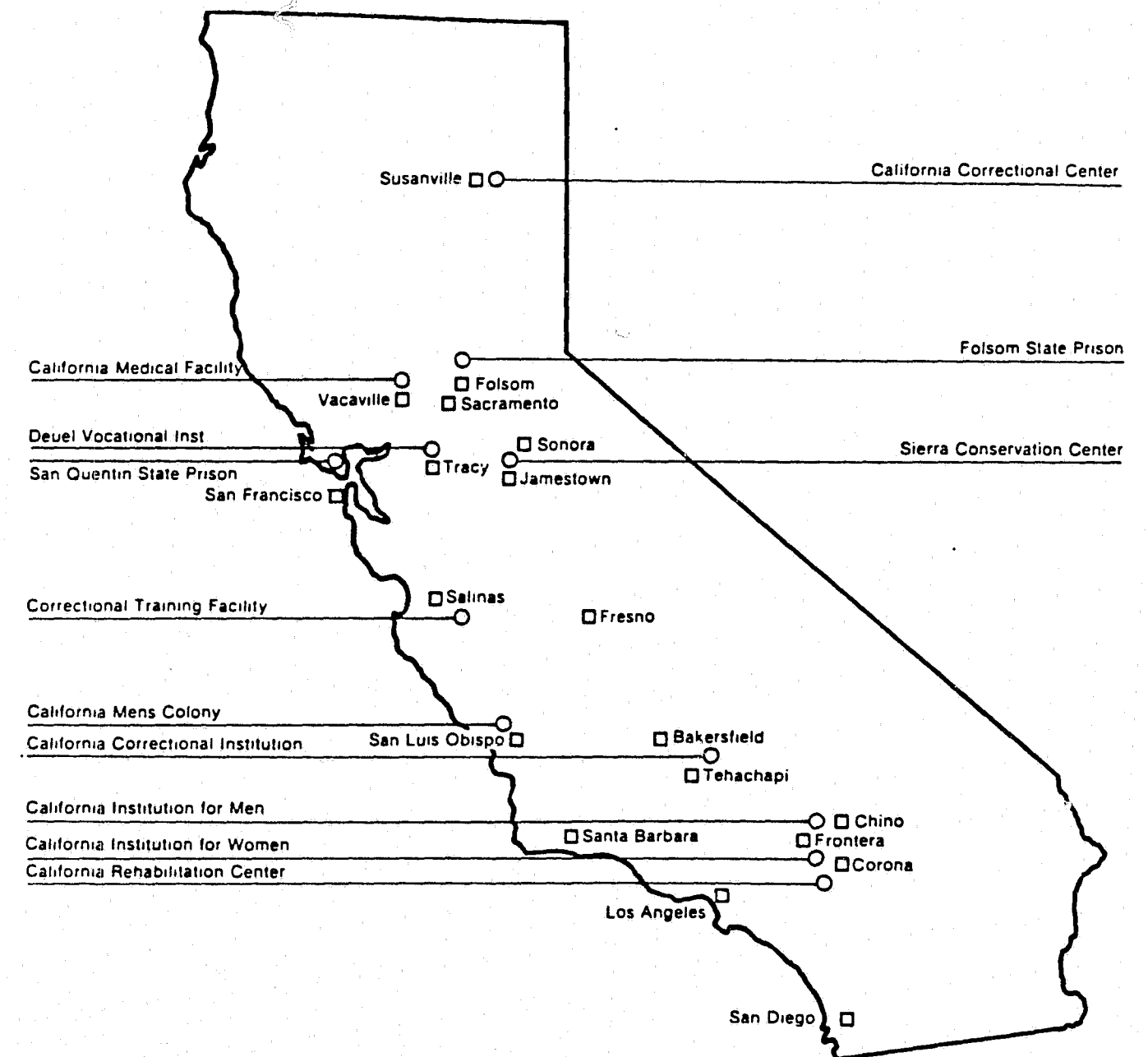
Type	Number	Percent
General Office work	170	44.0
Retail Sales	33	8.5
Food Services	28	7.2
Military Service	8	2.1
Unskilled/Semiskilled Labor	31	8.0
Skilled Labor	9	2.3
Technical	23	5.9
Paraprofessional	47	12.2
Professional	7	1.8
Public Peace Officer	6	1.6
Private Security	17	4.4
Criminal Justice Agency Nonpeace Officer Employee	5	1.3
Other	2	0.7
Total:	386	100.0

Table A-5
Mean Number of Months Served by Women Correctional Officers
on Permanent-Intermittent and Tenured Status

Employment Status	Average Number of Months in Category
Permanent Intermittent	5.9
Full-Time	27.5

APPENDIX B
DESCRIPTIONS OF THE SEVEN CALIFORNIA INSTITUTIONS STUDIED

Institutions
Department of Corrections
and Their Locations



California Institution for Men

California Institution for Men (CIM) was opened in 1941 and is the major institution located in the southern portion of the state, some thirty miles east of Los Angeles and about a half-hour's drive by freeway.

Inmate Population

The primary purposes of this institution are to serve as a reception center for inmates committed to CDC from the southern counties of the state and to house the male inmate who has been classified as Level I (minimum security). CIM also has a separate facility, CIM East, which serves as a protective custody unit. The 3,402 inmates incarcerated at CIM at the time of the study represented 13 percent of the Department's total male felon population. Of this number, 1609 were considered mainline. This mainline figure for CIM represented six percent of the total mainline male felon population department-wide. The average age of the inmate at CIM at that time was 30.

Environment

Inmates often see CIM as a reward; many of them regard it as the best prison.

It's the amenities that cause some to think of the somber place as almost pleasant. Chino has a pool, facilities for basketball, baseball, boxing, weight lifting, football, and ping-pong -- even macrame for a few ("Best prison").

However, according to the Los Angeles County Star News,

("Best prison," 1981), the "best prison is called none too good." CIM suffers from an overcrowding problem. Anthony Murray, a member of the State Bar, visited CIM and reported: There's no privacy whatever. They have beds everywhere -- in storerooms, hallways, and even in classrooms ("CIM among 5 prisons," 1981).

Women Correctional Officers

The number of women correctional officers employed at CIM on December 31, 1980, was 69. This number represented 15 percent of the 450 correctional officers employed at CIM at that time. On December 31, 1981, the number of women correctional officers at this institution had increased to 86. This represented 18 percent of the 469 correctional officers employed at CIM at that time.

California Men's Colony

The California Men's Colony (CMC) was first opened as a small geriatrics unit in 1954. During the late 1950's, a second larger facility was built. The first unit (whose function has changed) is referred to as CMC-West, the second facility as CMC-East. CMC is located near the city of San Luis Obispo, next to the campus of the California Polytechnic State University, a major California educational institution.

Inmate Population

The primary purpose of the West facility is to house

older minimum security inmates who work on National Guard or Forestry Service projects. The primary purpose of the East facility is to provide housing, treatment, work, and training programs for medium security inmates who do not pose behavioral problems. The 2,604 inmates incarcerated at CMC at the time of the study represented 10 percent of the Department's total male felon population. Of this number, 2,529 were considered mainline. This mainline figure for CMC represented 10 percent of the total mainline male felon population department-wide. This institution has a large contingent of inmates with psychiatric problems. The average age of the inmate in CDC at that time was 29.

Environment

CMC is considered to be one of the most stable institutions in the Department of Corrections. Following a stabbing in 1980, CMC Associate Superintendent Ted Gutierrez was quoted as saying, "There has been no racial incident in the last year" and "there is no indication it was gang-related" ("Inmate dies," 1980). The stabbing was followed by the first tension related lockdown in CMC history. According to the San Luis Obispo Telegram Tribune ("CMC lockdown," 1980), "The prison has only been locked down twice before, both times for very short periods because of labor disputes with correctional officers."

Women Correctional Officers

The number of women correctional officers employed at CMC on December 31, 1980, was 34. This number represented 14 percent of the 237 correctional officers employed at CMC at that time. On December 31, 1981, the number of women correctional officers employed at this institution had decreased to 30. This represented 12 percent of the 257 correctional officers employed at CMC on that date.

California Medical Facility

In 1945, a former federal institution in San Pedro became the temporary site of the California Medical Facility (CMF). The permanent facility at Vacaville was completed in 1955 ("Program Analysis," Note 1). CMF is located midway between the state capitol, Sacramento, and the highly populated San Francisco Bay Area. The travel time from Sacramento to CMF is approximately 40 minutes by freeway. Although still in a semi-rural area, this institution is minutes away from one of California's largest Air Force bases, Travis Air Base and is being encroached on by housing developments.

Inmate Population

The institution has two primary purposes. One is to serve as the reception center for inmates committed from counties in Northern California. The other is to house and treat male inmates needing psychiatric and/or medical care.

The 2,234 inmates incarcerated at CMF at the time of the study represented nine percent of the Department's total male felon population. Of this number, 1,741 were considered mainline. This mainline figure for CMF represented seven percent of the total mainline male felon population department-wide. The average age of the inmate at CMF was 30 at the time of the study.

Environment

The California Medical Facility is considered to be one of the "mellowest" institutions in California. According to the San Francisco Chronicle ("'Mellow' Prison," 1981), "Most inmates like to do time here." Violence is increasing at CMF, however. "The increase in violence in prison is attributed in part to the overcrowding conditions" ("More Double Celling," 1981).

Women Correctional Officers

The number of women correctional officers employed at CMF on December 31, 1980, was 45. This number represented 15 percent of the 291 correctional officers employed at CMF at that time. On December 31, 1981, the number of women correctional officers employed at this institution had increased to 70. This represented 20 percent of the correctional officers employed at CMF at that time.

Correctional Training Facility

The first dormitories at the Correctional Training Facility (CTF) were acquired by the Department in 1946. This facility was formally designated as a prison the following year. In 1951, a larger facility, CTF Central, was opened adjacent to the original institution. A third facility, CTF-North, was opened in 1958. This institution is located near the agricultural town of Soledad, California, approximately forty-five minutes south-east of the coastal city of Monterey.

Inmate Population

The primary purpose of this institution is to provide specialized housing and programs for medium security inmates. "The Central facility provides housing for several levels of inmates under 35. The North facility provides medium security housing for younger inmates. The South facility consists of open dormitory housing with an armed perimeter" ("Program Analysis"). The 3,487 inmates incarcerated at CTF at the time of the study represented 14 percent of the Department's total male felon population. Of this number, 3,472 were considered mainline. This mainline figure for CTF represented 13 percent of the total mainline male felon population department-wide. The average age of the inmate at CTF was 28 at the time of the study.

Environment

According to the San Joaquin County Record ("Citing

Assault Rate," 1979):

A state employees' union said Friday that Soledad prison has the highest rate of assaults on guards and other incidents in the state prison system . . .

Overcrowding, younger inmates, and a high rate of employee turnover are three important factors cited as contributing to the high rate of assault at that time.

Overcrowding is currently a problem throughout the California institutional system and CTF is no exception. As reported in the Monterey County Californian ("Overcrowding, turnover," 1981), "Each week, 20 new prisoners arrive at Soledad while 10 to 12 leave because of transfers and completion of terms."

In reference to the problem of younger inmates, the Director of the California Department of Corrections, Ruth Rushen, was quoted as saying:

Our inmates are getting younger. The median age now is about 28; it was 32 ten years ago. And 62 percent of our prisoners are in for violent crimes today compared with 47 percent 10 years ago ("Overcrowding, turnover").

Regarding the final problem, the high rate of employee turnover, the Monterey County Rustler ("Prison upgrades," 1980) reported that:

Soledad Prison is finding a need to hire local people because of the high turnover rate which has occurred. ...Soledad is hard because of the physical and psychological demands of the job, where security is tight and a large number of inmates are young violent offenders.

Women Correctional Officers

The number of women correctional officers employed at CTF on December 31, 1980, was 78. This number represented 18 percent of the 443 correctional officers employed at CTF at that time. On December 31, 1981, the number of women correctional officers employed at this institution had increased to 79. This represented 16 percent of the correctional officers employed at CTF at the end of 1981.

Deuel Vocational Institution

Deuel Vocational Institution (DVI) was opened in 1953 in a rural area near the town of Tracy, approximately one hour south of Sacramento by freeway.

Inmate Population

The primary purpose of this institution at the time of the study was to maintain the security and protection required to control young aggressive inmates, while providing activities and training programs ("Program Analysis"). The 1,719 inmates incarcerated at DVI at the time of the study represented seven percent of the Department's total male felon population. Of this number, 1,684 were considered mainline. This mainline figure for DVI represented six percent of the total mainline male felon population department-wide. The average age of the inmate at DVI was 24 at the time of the study.

Environment

Deuel Vocational Institution was one of the most violent institutions in California at the time of the study. Again, the violence is blamed on overcrowding. According to the San Joaquin County Record ("More DVI Violence," 1981), "Deuel Vocational Institution officials say overcrowding is a major factor in a series of recent brawls . . ."

Women Correctional Officers

The number of women correctional officer employed at DVI on December 31, 1980, was 38. This number represented 13 percent of the 285 correctional officers employed at DVI at that time. On December 31, 1981, the number of women correctional officers at the institution had increased to 39. This represented 13 percent of the correctional officers employed at DVI at the end of 1981.

California State Prison at Folsom

The first cell block at Folsom Prison was built in 1878 on the east bank of the American River just outside the town of Folsom, now twenty minutes by freeway from downtown Sacramento.

Inmate Population

The primary purpose of this institution is to house long term and security risk cases ("Administrative Manual," Note 2). The 2,057 inmates incarcerated at Folsom at the time of

the study represented eight percent of the Department's total male felon population. Of this number, 1,776 were considered mainline. This mainline figure for Folsom represented nine percent of the total mainline male felon population department-wide. The average age of the inmate at Folsom was 33 at the time of the study.

Environment

Most newspaper accounts appearing at the time of the survey stated that Folsom prison was on the verge of a major outbreak of violence. Two important factors contributing to the threat of violence were as follows: increasing numbers of young, violent inmates and overcrowding. According to the Director of the California Department of Corrections, Ruth Rushen, "A better educated and more dangerous 'new inmate' will be appearing in increasing numbers at Folsom Prison" (Folsom Inmates," 1980).

A year-old transfer program designed to get the most violence-prone convicts corralled in Folsom and San Quentin prisons has squeezed about 200 of the state's most dangerous prisoners into the overcrowded Folsom facility in the past month ("Folsom -- A Prison," 1981).

Women Correctional Officers

The number of women correctional officers employed at Folsom on December 31, 1980 was 24. This number represented nine percent of the 267 correctional officers employed at Folsom. On December 31, 1981, the number of women correc-

tional officers employed at this institution had increased to 50. This represented 14 percent of the correctional officers employed at Folsom at the end of 1981.

California State Prison at San Quentin

San Quentin, the oldest penal institution in California, was established in 1852. It is located 10 miles north of San Francisco in urbanized Marin County.

Inmate Population

The primary purpose of this institution is to provide the Department with a number of specialized housing units which accomodate those inmates who are classified as Level IV (the highest custody risks) and those inmates who, for various reasons, cannot be placed in other institutions ("Program Analysis"). The 3,080 inmates incarcerated at San Quentin at the time of the study represented 12 percent of the Department's total male felon population. Of this number, 2,023 were considered mainline. This mainline figure for San Quentin represented 11 percent of the total mainline male felon population department-wide. The average age of the inmate at San Quentin was 28 at the time of the study.

Environment

According to most newspaper accounts, the tension at San Quentin was very high at the time of the study.

Overcrowding and an increase in the number of young, aggressive felons incarcerated at this institution were believed to be the two most important factors contributing to this tension.

As reported in the Sacramento Bee ("Prisoner problems examined," 1981), "there were 1,250 prisoners at San Quentin in 1975, but 3,250 now, including more than 600 who sleep two to a cell."

According to the San Francisco Examiner-Chronicle ("Prison youngsters," 1981), "Young men, most of them 19 to 24 years old, are arriving in busloads at the east gate of San Quentin Prison every month." "Most convicts at San Quentin Prison are under the age of 30, nonwhite, and were convicted of violent crimes" ("The typical inmate," 1980).

Women Correctional Officers

The number of women correctional officers employed at San Quentin on December 31, 1980, was 68. This number represented 15 percent of the 440 correctional officers employed at San Quentin at that time. On December 31, 1981, the number of women correctional officers employed at this institution had increased to 73. This represented 15 percent of the 484 correctional officers employed at San Quentin at the end of 1981.

References

Reference Notes

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APPENDIX C

STAFF QUESTIONNAIRE

The National Institute of Justice in Washington D.C. funded a twelve month study of the introduction of women correctional officers into male adult correctional facilities in California. Researchers in the Special Projects Unit of the planning and Research Division of the California Department of Corrections are conducting the study.

The attached questionnaire is part of the study and contains items designed to find out how custody staff members feel about some of the issues surrounding women working in custody positions in male felon adult institutions. A random selection procedure was used to select a representative sample of custody staff members to participate in the study. Your name was among those randomly selected. We need your input to successfully complete the study.

Please complete this questionnaire anonymously. Do not enter your name on the questionnaire. Code numbers are being used to preserve anonymity.

In completing the questionnaire, circle the number that best describes how much you agree or disagree with each item.

Completing this questionnaire is voluntary. If you do not wish to do so, please do not complete it. If you decide not to complete the questionnaire, it need not be returned.

When compared to male officers having the same training and experience, women officers will generally perform as effectively as male officers in the following assignments:

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
1. Visiting Room Officer	4	3	2	1
2. Main Gate Officer	4	3	2	1
3. Tower Officer	4	3	2	1
4. Control Room Officer	4	3	2	1
5. Search and Escort Officer	4	3	2	1
6. Yard Officer	4	3	2	1
7. Gun Walk Officer	4	3	2	1
8. Work Crew Officer	4	3	2	1
9. Mainline Housing Unit Officer	4	3	2	1
10. Security Housing Unit Officer	4	3	2	1
11. Culinary Officer	4	3	2	1
12. Security Squad Officer	4	3	2	1
13. Receiving and Release Officer	4	3	2	1

When compared to male officers having the same training and experience, women officers will generally perform as effectively as male officers in accomplishing the following:

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
14. In judging when to give write-ups to inmates (115's).	4	3	2	1
15. In using sufficient force to control inmates.	4	3	2	1
16. During incidents and other emergencies.	4	3	2	1
17. Backing-up their partner in a dangerous situation.	4	3	2	1
18. Maintaining personal control when working under stress.	4	3	2	1
19. Using firearms when necessary.	4	3	2	1

When compared to male officers having the same training and experience, women officers will generally perform as effectively as male officers in accomplishing the following:

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
20. Writing reports in a professional manner.	4	3	2	1
21. Controlling a verbal confrontation between inmates.	4	3	2	1
22. Controlling a fight between two inmates.	4	3	2	1

Please indicate how much you agree or disagree with the following statements:

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
23. Most <u>female</u> custody feel women should be assigned as correctional officers in institution .	4	3	2	1
24. Most <u>male</u> custody staff feel women should be assigned as correctional officers in this institution.	4	3	2	1
25. Most inmates feel women should be assigned as correctional officers in this institution.	4	3	2	1
26. A women officer's personal safety, more so than a male officer's, is endangered when working in a men's prison.	4	3	2	1
27. When women work as correctional officers, the prison environment is improved because it is more like a normal community with both men and women.	4	3	2	1
28. A male officer's personal safety is endangered when working with a woman partner.	4	3	2	1

Please indicate how much you agree or disagree with the following statements:

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
29. The personal safety of inmates is endangered when supervised by women officers.	4	3	2	1
30. New women officers receive <u>more</u> help in learning the job of correctional officer from supervisors and other officers than do new male officers.	4	3	2	1
31. A women officer's personal safety is endangered when working alone.	4	3	2	1
32. A male officer's personal safety is endangered when working alone.	4	3	2	1
33. There is substantial resistance among male correctional staff to the employment of women as correctional officers in this institution.	4	3	2	1
34. New women officers receive <u>less</u> help in learning the job of correctional officer from supervisors and other officers than do new male officers.	4	3	2	1
35. My opinion is that women should be hired as correctional officers in this institution.	4	3	2	1
36. Acceptance of the employment of women correctional officers among male correctional staff is increasing in this institution.	4	3	2	1

During an average month, estimate the number of times you--

- 37. Controlled a verbal confrontation between inmates _____
- 38. Prevented a fight between inmates by talking them out of it. _____
- 39. Were involved in an incident or other emergency situation. _____
- 40. Broke-up a fight between without resorting to physical violence. _____
- 41. Physically broke-up a fight between inmates. _____
- 42. Backed-up a female partner in a dangerous situation. _____
- 43. Backed-up a male partner in a dangerous situation. _____
- 44. Used a firearm to control inmates or prevent escape. _____
- 45. Physically prevented an escape. _____

Please fill in the following blanks

- 46. In the past thirty days, how many times have you controlled a problem situation among inmates without resorting to physical force? _____
- 47. In the past thirty days, how many times have you used physical force to control a problem situation among inmates? _____
- 48. Please use the following lines for any comments you may wish to make regarding women's employment as correctional officers in men's prisons.

APPENDIX D

INMATE QUESTIONNAIRE

Researchers of the Department of Corrections are studying how custody staff and inmates feel about assigning women officers to work in all-male institutions.

You have been selected by a random selection procedure as one of those to participate in the study.

Attached is a questionnaire containing some items relating to issues surrounding women working in custody positions. We are, asking for your opinion about each of these items. For example, if you strongly agree with an item, circle the number 4; if you strongly disagree, circle number 1, and so on.

Please do not put your name on the questionnaire. All answers to these items are to remain anonymous.

We need your cooperation for the success of the study, and this is your opportunity to make the inmate's viewpoint known.

Completing this questionnaire is voluntary, if you do not wish to do it, you may turn in this booklet and leave.

When compared to male officers having the same training and experience, women officers will generally perform as effectively as male officers in the following assignments:

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
1. Visiting Room Officer	4	3	2	1
2. Main Gate Officer	4	3	2	1
3. Tower Officer	4	3	2	1
4. Control Room Officer	4	3	2	1
5. Search and Escort Officer	4	3	2	1
6. Yard Officer	4	3	2	1
7. Gun Walk Officer	4	3	2	1
8. Work Crew Officer	4	3	2	1
9. Mainline Housing Unit Officer	4	3	2	1
10. Security Housing Unit Officer	4	3	2	1
11. Culinary Officer	4	3	2	1
12. Security Squad Officer	4	3	2	1
13. Receiving and Release Officer	4	3	2	1

When compared to male officers having the same training and experience, women officers will generally perform as effectively as male officers in accomplishing the following:

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
14. In judging when to give write-ups to inmates (115's).	4	3	2	1
15. In using sufficient force to control inmates.	4	3	2	1
16. During incidents and other emergencies.	4	3	2	1
17. Backing-up their partner in a dangerous situation.	4	3	2	1
18. Maintaining personal control when working under stress.	4	3	2	1
19. Using firearms when necessary.	4	3	2	1

When compared to male officers having the same training and experience, women officers will generally perform as effectively as male officers in accomplishing the following:

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
20. Writing reports in a professional manner.	4	3	2	1
21. Controlling a verbal confrontation between inmates.	4	3	2	1
22. Controlling a fight between two inmates.	4	3	2	1

Please indicate how much you agree or disagree with the following statements:

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
23. Most female custody feel women should be assigned as correctional officers in institution .	4	3	2	1
24. Most male custody staff feel women should be assigned as correctional officers in this institution.	4	3	2	1
25. Most inmates feel women should be assigned as correctional officers in this institution.	4	3	2	1
26. A women officer's personal safety, more so than a male officer's, is endangered when working in a men's prison.	4	3	2	1
27. When women work as correctional officers, the prison environment is improved because it is more like a normal community with both men and women.	4	3	2	1
28. A male officer's personal safety is endangered when working with a woman partner.	4	3	2	1

Please indicate how much you agree or disagree with the following statements:

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
29. The personal safety of inmates is endangered when supervised by women officers.	4	3	2	1
30. New women officers receive more help in learning the job of correctional officer from supervisors and other officers than do new male officers.	4	3	2	1
31. A women officer's personal safety is endangered when working alone.	4	3	2	1
32. A male officer's personal safety is endangered when working alone.	4	3	2	1
33. There is substantial resistance among male correctional staff to the employment of women as correctional officers in this institution.	4	3	2	1
34. New women officers receive less help in learning the job of correctional officer from supervisors and other officers than do new male officers.	4	3	2	1
35. My opinion is that women should be hired as correctional officers in this institution.	4	3	2	1
36. Acceptance of the employment of women correctional officers among male correctional staff is increasing in this institution.	4	3	2	1
37. What is your age? ____ years				
38. How often are you supervised by a women correctional officer?	<u>Regularly</u>	<u>Seldom</u>	<u>Never</u>	
	3	2	1	

39. Is this your first prison term? Yes No
40. Do you feel the presence of women correctional officers at this institution invades your privacy? Yes No

41. Additional Comments:

Thank You for your cooperation.

APPENDIX E
PHYSICAL ABILITY TEST INFORMATION

DEPARTMENT OF CORRECTIONS
SACRAMENTO, CA 95814 (916) 324-2785



Dear Candidate:

Following your successful completion of the written examination and oral interview, you will be scheduled for Phase I of the Medical Exam and the physical ability portion of the Correctional Officer examination. A copy of the Phase I Medical Standards and Physical Ability Testing is attached for you and your physician's information.

You will find portions of the Physical Abilities Testing to be significantly exerting. To allow maximal opportunity for passing the Physical Abilities Test we recommend the following:

1. Read the entire Physical Abilities Test information packet.
2. Allow at least 2 hours between eating and taking the test.
3. Refrain from cigarette smoking and drinking coffee or cola for at least 2 hours before testing as this may affect your blood pressure and/or heart rate.
4. Do not participate in physical exercise the day of the Physical Abilities Test.
5. If you feel undue fatigue, dizziness, nausea, or pains of the chest, teeth, jaw, neck or arm during or immediately after the Physical Ability Tests, notify your proctor.
6. Wear or bring appropriate exercise clothing to the test site. Males must wear gym shorts or walking shorts and tennis shoes. Females must wear a brassiere and short sleeve or sleeveless loose top and tennis shoes. (NO BODY SUITS ARE TO BE WORN.)

Please be on time to the examination and have your performance test notice, signed Doctor's release, and picture I.D. available.

If you have any questions regarding this examination, please do not hesitate to contact the Institution Delegated Testing Officer.

CONRAD HOLMES, Chief
Departmental Training

CH:PB:bjj

PHASE I MEDICAL STANDARDS:

1. Vision - Each eye must be 20/70 or less uncorrected, and correctable to 20/20.
2. Blood Pressure - Blood pressure must be below 150 systolic and 90 diastolic at rest.
3. Body Fat - Acceptable percentages of body fat are 23% or less for women and 21% or less for men.

PHYSICAL ABILITY TESTS:

The following pages include a description of each test and suggested exercises designed to help prepare candidates for the Correctional Officer Physical Ability Tests.

"HOT LINE"

Candidates who have not participated in an ongoing exercise program for the past year or more may experience difficulty with Test #1-(PEDOL). Females who do not regularly participate in upper body strength building programs may experience difficulty with Tests #2-(Grip Strength), #3a - (Trunk Strength Flexion), #3b-(Trunk Strength Extension), and #4-(Dynamic Arm). In either or both cases combined, substantial improvement can be obtained by following the suggested exercises for a period of at least 3 weeks.

DO NOT PARTICIPATE IN STRENGTH BUILDING EXERCISES FOR 48 HOURS PRIOR TO TEST...

NOTE:

You are advised to check with your physician, before beginning any exercise program. Although the suggested exercises do not include pre and post stretching exercises, you are advised to include them in your exercise program. This will minimize muscle injury and soreness.

PEDOL TEST

- Description: Candidate will pedal a bike ergometer at 56 rpm for a total of three (3) minutes; the first minute at a light workload, and the last two (2) minutes at a heavy workload.
- Purpose: To predict the subject's ability to complete a 500 yard run in two (2) minutes.
- *Please note: This test measures aerobic capacity and therefore can be very physically exerting.

SUGGESTED EXERCISES

Objectives: To increase subject's aerobic (heart and lung) fitness level.

Action: Engage in continuous rhythmic exercise for a minimum of 15 minutes, at least 3 times per week.

Maintain your pulse at the rate indicated in the chart below during the entire exercise phase.

*Exercise pulse can be checked by counting your heart beats for 10 seconds and multiplying the beats X 6. To take pulse, place your first and second finger lightly against your carotid artery - along your face, near the hinge of your jaw.

Select a pace in any of the types of exercises listed. Try to sustain this pace for 15 to 30 minutes. If you can only maintain the pulse rate for a 5 or 10 minute period, slow the pace for a minute to catch your breath, and then begin exercise again. Continue this until the minimum 15 minute exercise period is complete.

As your fitness training program progresses, gradually increase exercise periods and decrease the rest periods in between.

Do not exercise above suggested pulse rates in an attempt to improve quickly. The length of your exercise period is the key!

Exercises: Swimming, jogging, bicycling, aerobic dance, jumping rope, stair climbing, and jazzercise.

YOUR AGE	SUGGEST PULSE RATE	
	PER MINUTE	PER 10 SECONDS
21-25	150	25
26-30	144	24
31-35	138	23
36-40	132	22
41-45	126	21
46-50	126	21
51-55	120	20
56-60	114	19

GRIP STRENGTH	
<u>Description:</u>	Candidate will squeeze the hand grip dynamometer as hard as possible in a sustained effort.
<u>Purpose:</u>	To measure the strength of the muscles of the fingers, hand, and forearm.

SUGGESTED EXERCISES

- Objective:** To increase subject's hand and forearm strength.
- Action:** To engage in strength building exercises involving the hand, wrist, and forearm muscles.
- Exercises:**
1. Hold a small soup can in the palm of your hand. Squeeze as hard as you can in a sustained effort for 15 seconds and repeat procedure 5 times daily.
 2. Grasp a chinning bar and hang passively for 15 seconds. Rest and repeat 5 times daily.
 3. Hold a tennis ball in the palm of your hand. Squeeze rhythmically 4X, then hold 5th squeeze for 10 seconds. Repeat 5 times.
 4. Holding a 5 lb. weight (dumbbells or possibly a bleach bottle with 5 lbs of sand in it), sit with back side of forearms resting on thighs, wrists extended past the knees. Relax wrist, allowing full downward extension. Raise the weight upward as far as possible by bending or curling the wrist. Slowly return the wrist to the relaxed position - repeat 10 times.
 5. Same action as in #4, but with front side of forearms resting on the thighs.
 6. Participate in racket sports as much as possible; tennis or racquetball.

*It is strongly suggested that you use a combination of 2 or more of the exercises listed.

- TRUNK STRENGTH	
<u>Description:</u>	Candidate will, on command, exert maximal effort to pull away from a trunk strength apparatus until told to relax. Test will be administered from (2) positions; front, and back.
<u>Purpose:</u>	To determine the maximal force that can be exerted by the subject, measuring abdominal strength and back strength.

* Do not participate in these exercises if you have had or currently have low back problems.

SUGGESTED EXERCISES - FLEXION TEST (FORWARD PULL)

- Objective:** To increase subject's abdominal (stomach) strength.
- Action:** To engage in static or dynamic strength building exercises involving the stomach muscle.
- Exercises:**
1. Sit-ups - lie on back, knees bent, hands placed behind the head (do not interlace fingers). Sit-up 10 times, rest 20 seconds and repeat process 2 more times.
 2. Sit-ups, static variation - lie on back, knees bent. Sit-up halfway and hold that position for 20 seconds, rest 20 seconds and repeat process two more times.

SUGGESTED EXERCISES - EXTENSION TEST (BACKWARD PULL)

- Objective:** To increase subject's back strength.
- Action:** To engage in static or dynamic strength building exercises involving the back muscles.
- Exercises:**
1. Lie face down on a sturdy bench, hips placed at the end of the bench and toes touching the floor. Grasping the bench with your hands, raise the heels up, feet together, to a horizontal or higher position. (One leg at a time if you have low fitness, two if generally active). Do 8 to 15 leg raises then rest 20 seconds and repeat 1 more time.
 2. Lie face down on floor, feet braced for support, hands loosely placed behind head or neck. Raise upper body up in arch position and hold for a count of 10 seconds. return chest to floor, rest 15 seconds and repeat 2 more times.

DYNAMIC ARM ENDURANCE	
<u>Description:</u>	Candidate will pedal a bike ergometer, using hands and arms, at a rate of 45 revolutions in one minute.
<u>Purpose:</u>	To measure anaerobic power-endurance of the arms.

SUGGESTED EXERCISES

Objective: To increase subject's arm muscle endurance capacity.

Action: To engage in strength and anaerobic power building exercises involving the arms, shoulders and chest.

*Exercises 1 and 2 will be most similar to actual test. (Exercise #1 requires you to be an above average swimmer).

- Exercises:**
1. In a swimming pool, immobilize legs either by clamping a flotation device between the ankles or having someone hold your ankles. Do a continuous "Free Style" arm stroke (the most common method of swimming) for 2 to 3 minutes. Rest 1 minute and repeat 2 more times.
 2. Sitting on the floor behind an exercise bike, pedal again moderate tension for a 2 minute period at approximately 30 revolutions per minute. Reduce the tension and continue to pedal for 1 minute. Increase tension again, and repeat the same exercise process 1 more time.
 3. In push-up position, do 10 push-ups without resting between each one. Relax for 30 seconds and repeat the process 2 more times.
 4. Using light weights, do 10 quick reps of either bench press or arm curls, rest 30 seconds and repeat process 2 more times.

DYNAMIC LEG ENDURANCE	
<u>Description:</u>	Candidate will pedal a bike ergometer at a rate of 70 revolutions per minute.
<u>Purpose:</u>	To measure anaerobic power-endurance of the legs.

SUGGESTED EXERCISES

Objective: To increase subject's leg muscle endurance capacity.

Action: To engage in short, intense leg exercises, which will increase the anaerobic power-endurance of the legs.

- Exercises:**
1. Rope Skipping - skip rope at a rapid pace using double foot take-off; maintain for 20 seconds, rest 5 seconds and repeat 5 times.
 2. Chair or bench stepping - place a sturdy chair or bench against the wall. Step up and down at a rapid pace (i.e. step up with right foot then left foot, back down with right then left); continue 1 minute or 30 repetitions, rest 15 seconds and repeat 5 times.
 3. Bicycling - ride a bike at a rapid pace; if 10-speed available use 5th gear or higher; if a regular bike, try to find an up-hill course.
 4. Exercise Bike - ride an exercise bike at 70 rpm, using moderate to heavy tension. Maintain this pace for 2 minutes if moderate tension and 1 minute if tension is heavy; rest 60 seconds and repeat 2 times.

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Article 6 - Selection Process

Section 3040. Physical Abilities Testing. The physical abilities testing (PAT) program is established as a part of the selection process for all entry level custodial positions in the California Department of Corrections. The physical abilities testing program is an addition to the selection process which enhances the process but in no way alters the importance or the procedures of the other elements in the testing process.

(a) Administration. The physical abilities program is under the administration of the chief, departmental training.

(b) Sequence of testing. The sequence of testing is as follows:

- (1) Written examination.
- (2) Oral examination.
- (3) Phase I medical examination.
- (4) Physical abilities test.
- (5) Background clearance.
- (6) Phase II medical examination.

(c) Preparation for PAT. It is the intent of the Department of Corrections that no qualified person be excluded from employment. In order to ensure that all applicants have an opportunity to perform at their highest level during the physical abilities test, the following procedures will be followed:

- (1) At the time of the written examination, each candidate will be provided with the Department of Corrections' brochure which details exercises which are designed to improve the candidate's performance level on the physical abilities test and the importance of following the exercise routine if candidates expect to pass.

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(2) Each institution training officer will complete a list of available physical training facilities such as the local YMCA, health clubs, etc. The list will be distributed at the time of the written examination.

(3) Institutions should consider conducting brief demonstration classes in which the basic exercises required for successful completion of the physical abilities test are taught. A record of participation will be kept.

(d) PAT scheduling guidelines. Each institution will schedule physical abilities tests through the departmental training office within the following time frames.

- (1) December 1 for January, February and March.
- (2) March 1 for April, May and June.
- (3) June 1 for July, August and September.
- (4) September 1 for October, November and December.

(e) Rules for testing.

(1) All applicants must have passed the written, oral and Phase I medical examination before being admitted to the physical abilities testing. The Phase I medical exam will be conducted by an institution medical staff immediately preceding the PAT.

(2) Applicants may be rejected for testing for the following reasons:

- (A) Failure to pass the Phase I medical exam.

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date by calling the appropriate institution training office or personnel offices as designated in the quarterly PAT schedule.

(3) Applicants who retest within 60 days will be required to repeat only the test(s) failed. Applicants who retest after 60 days will be required to complete all tests.

(4) Applicants medically disqualified on first testing must receive medical clearance from private physicians, with subsequent approval from the departmental chief medical officer to return for a second testing. If they are again disqualified, they will not be permitted to retest a third time.

ADD (g) Phase I medical exam. Coordination of this testing phase is the direct responsibility of the institution's chief medical officer. The screening will consist of the following:

(1) Standard Medical History, Form No. 610 and Health Questionnaire Risk Chart.

(2) Eye examination (visual deficiencies can not be greater than 20/70 on each eye and must be correctable to 20/20).

(3) Blood pressure reading (must be under 150/100 at rest).

(4) Pulse rate (cannot exceed 105 bpm at rest).

(5) Weight and height measurement - percent body fat reading will be taken on candidates not meeting weight requirements. (See Administrative Manual, Section 6021 for weight and height chart.)

(h) Physical ability test content. The physical abilities tests were designed after extensive validation studies and include the following:

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(B) Heart rate or blood pressure not within normal limits.

(C) EKG tracings reveal abnormal patterns which indicate risk to the applicant if the test is conducted.

(D) Applicant reveals information not included on or contradicting information reported on Standard Medical History, Form No. 610 which indicates potential risk to the applicant if the test is conducted.

(3) If an applicant is rejected from testing for any of the above reasons, he/she will be referred to the institution medical department for review and evaluation. If the subsequent medical review and evaluation indicate that the applicant is medically clear to complete the test, the applicant will be accepted for testing.

(4) If further specialized testing is necessary to obtain medical clearances, it will be by private physician at the candidate's expense.

(5) All applicants will complete all phases of the physical abilities test.

(f) Retesting. Applicants failing any portion of the physical abilities test will have that portion of the test explained to them and will be told that they may retest within the following guidelines:

(1) Applicants may retest at any location at which the physical abilities test is scheduled at any time during the life of the eligibility list on which their name appears. Test results will be forwarded to the sending institution and eligibility remains at the sending institution.

(2) Applicants may arrange for retesting at least two weeks prior to the requested retesting

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(1) PEDOL test - This test is designed to predict the applicant's ability to complete a 500 yard run in two minutes. It consists of pedaling a bicycle ergometer at a rate of expenditure equivalent to running 500 yards in two minutes. Blood pressure and heart rate are monitored throughout this test. Electrographic tracings are also made during this test. These measures have been included to minimize risk to the applicant.

(2) Grip strength. The purpose of this test is to measure the applicant's grip strength, using a hand dynameter.

(3) Trunk strength. This test is designated to determine the maximal force that can be exerted by the applicant. A series of two positions is designed to measure abdominal strength and back strength.

(4) Dynamic arm endurance. This test is designed to measure anaerobic power (endurance of the arms) by use of bicycle ergometer.

(5) Dynamic leg endurance. This test is designed to measure anaerobic power (endurance of the legs) by use of a bicycle ergometer.

(6) Margaria-Kalimen Stair Run. The purpose of this test is to measure explosive anaerobic power and consists of a run up a six-step stair.

(i) Institution responsibilities. Coordination of PAT at the individual institution is the direct responsibility of the delegated testing officer.

(1) Scheduling of applicants is currently in the experimental stage in an effort to maximize efforts. Each institution should check with PAT office in Sacramento before scheduling candidates for PAT.

(2) Four institution proctors will be provided for all testing dates. Proctors will consist of one designated regional head proctor and three local institution proctors. Proctors have

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Sec. 3040 continued

been trained for each institution and only trained proctors will be assigned. Institutions will be reimbursed for back up or other costs related to proctor assignments. Invoices for such costs will be forwarded to the departmental training office within 30 days after the dates of proctor assignment.

(3) Reports of the Phase I medical examination for all applicants to be tested will be available.

(4) A physician will be on call within the institution on all scheduled testing dates.

(5) Each institution will designate one medical technical assistant or registered nurse to be present at the testing site on all testing dates to conduct the Phase I medical examinations. Functional supervision of the institution's designee during testing will be the responsibility of the PAT RN II staff.

Sec. 3041. Background Investigation Unit. The Department of Corrections has established a background investigation unit. This unit operates under the administration of the chief, departmental training. The intent in establishing this unit is to insure a procedurally directed, uniform process for determining the suitability of both peace officer and nonpeace officer applicants in compliance with the provisions of the Government Code. The purpose of the unit is to insure that employment decisions are based upon professionally developed job-related criteria and to establish fair and equally applied standards to all candidates. The goal of the process is to select for appointment only those persons highly qualified for service to the people of the State of California as employees of the Department of Corrections.

(a) Functional supervision and management responsibility are assigned to the senior background investigator.

APPENDIX F
PERFORMANCE REPORTS

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STATE OF CALIFORNIA

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REPORT OF PERFORMANCE
FOR PROBATIONARY EMPLOYEE

☐ FIRST
☐ SECOND
☐ FINAL

STD. 636 (REV. 3/79)

NAME (LAST	FIRST	INITIAL)	SOCIAL SECURITY NUMBER	DATE OF REPORT
CIVIL SERVICE TITLE			POSITION NUMBER	DATE PROBATION ENDS
STATE DEPARTMENT		SUBDIVISION OF DEPARTMENT		HEADQUARTERS OF EMPLOYEE

YOUR WORK PERFORMANCE WILL DETERMINE WHETHER YOU OBTAIN PERMANENT CIVIL SERVICE STATUS.

QUALIFICATION FACTORS	RATINGS ARE INDICATED BY "X" MARKS			
	UNACCEPTABLE	IMPROVEMENT NEEDED	STANDARD	OUTSTANDING
1. SKILL - EXPERTNESS IN DOING SPECIFIC TASKS; ACCURACY; PRECISION; COMPLETENESS; NEATNESS; QUANTITY.				
2. KNOWLEDGE - EXTENT OF KNOWLEDGE OF METHODS, MATERIALS, TOOLS, EQUIPMENT, TECHNICAL EXPRESSIONS AND OTHER FUNDAMENTAL OBJECT MATTER.				
3. WORK HABITS - ORGANIZATION OF WORK; CARE OF EQUIPMENT; PUNCTUALITY AND DEPENDABILITY; INDUSTRY; FOLLOWS GOOD PRACTICES OF VEHICLE AND PERSONAL SAFETY.				
4. RELATIONSHIPS WITH PEOPLE - ABILITY TO GET ALONG WITH OTHERS; EFFECTIVENESS IN DEALING WITH THE PUBLIC, OTHER EMPLOYEES, PATIENTS OR INMATES.				
5. LEARNING ABILITY - SPEED AND THOROUGHNESS IN LEARNING PROCEDURES, LAWS, RULES AND OTHER DETAILS; ALERTNESS; PERSEVERANCE.				
6. ATTITUDE - ENTHUSIASM FOR THE WORK; WILLINGNESS TO CONFORM TO JOB REQUIREMENTS AND TO ACCEPT SUGGESTIONS FOR WORK IMPROVEMENT, ADAPTABILITY.				
7. ABILITY AS SUPERVISOR - PROFICIENCY IN TRAINING EMPLOYEES AND PLANNING, ORGANIZING, ASSIGNING AND GETTING OUT WORK; LEADERSHIP; UNDERSTANDING OF AND EFFECTIVENESS IN IMPLEMENTING DEPARTMENTAL AND SPB PERSONNEL MANAGEMENT POLICIES INCLUDING EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION.				
8. ADMINISTRATIVE ABILITY - PROMPTNESS OF ACTION; SOUNDNESS OF DECISION; APPLICATION OF GOOD MANAGEMENT PRACTICES; UNDERSTANDING AND EFFECTIVE IMPLEMENTATION OF DEPARTMENTAL AND SPB PERSONNEL MANAGEMENT POLICIES INCLUDING EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION.				
9. FACTORS NOT LISTED ABOVE (USE ADDITIONAL SHEETS IF MORE SPACE IS NEEDED)				
OVER-ALL RATING (THE OVER-ALL RATING MUST BE CONSISTENT WITH THE FACTOR RATINGS AND COMMENTS, BUT THERE IS NO PRESCRIBED FORMULA FOR COMPUTING THE OVER-ALL RATING.)				

COMMENTS TO EMPLOYEE (SUPERVISOR SHOULD INCLUDE FACTUAL EXAMPLES ON WORK ESPECIALLY WELL OR POORLY DONE AND GIVE SUGGESTIONS AS TO HOW PERFORMANCE CAN BE IMPROVED. FACTOR AND OVER-ALL RATINGS OF UNACCEPTABLE AND OVER-ALL RATINGS OF OUTSTANDING MUST BE SUBSTANTIATED. USE ADDITIONAL SHEETS IF MORE SPACE IS NEEDED.)

RATER DISCUSSED REPORT WITH EMPLOYEE. ☐ YES ☐ NO

I RECOMMEND YOU BE GRANTED PERMANENT CIVIL SERVICE STATUS.
(To be checked only on Final Report. If the probationer is rejected, notification must be given as prescribed by Government Code Section 19173.)

☐ YES ☐ NO

SIGNATURE OF RATER	TITLE	DATE
IN SIGNING THIS REPORT I DO NOT NECESSARILY AGREE WITH THE CONCLUSIONS OF THE RATER.		<input type="checkbox"/> I WOULD LIKE TO DISCUSS THIS REPORT WITH THE REVIEWING OFFICER.
SIGNATURE OF EMPLOYEE	DATE	
I CONCUR IN THE RATINGS GIVEN BY THE RATER. I HAVE MADE NO CHANGE IN THIS REPORT.		AS REQUESTED, REVIEWING OFFICER DISCUSSED REPORT WITH EMPLOYEE ON
SIGNATURE OF REVIEWING OFFICER	DATE	DATE INITIALS

(Official Copy—Department Files)

19743-750 11-57 1934 QJAD CAM IVOSP

INDIVIDUAL DEVELOPMENT PLAN
FOR FUTURE JOB PERFORMANCE OF PERMANENT EMPLOYEES
STD. 637 (10/78)

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EMPLOYEE'S NAME (LAST, FIRST, MIDDLE INITIAL)		DATE OF THIS PERFORMANCE DISCUSSION	
CIVIL SERVICE TITLE	POSITION NUMBER	DATE OF LAST PERFORMANCE DISCUSSION	
STATE DEPARTMENT	SUBDIVISION OF DEPARTMENT	EMPLOYEE'S HEADQUARTERS	
PERFORMANCE OBJECTIVES -- Goals for further improvements in job performance during the next year in order to meet or exceed standards for the employee's present job or to develop employee skills.		PLANS FOR ACHIEVING OBJECTIVES -- Specific methods by which the employee can work toward accomplishing his or her performance objectives (in-service training courses, college courses, rotation, special work assignments for training purposes, etc.).	

I HAVE PARTICIPATED IN A DISCUSSION OF OVER-ALL JOB PERFORMANCE

SIGNATURE OF EMPLOYEE	DATE	SIGNATURE OF SUPERVISOR	DATE
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(Over)

PERFORMANCE APPRAISAL SUMMARY
OF PAST JOB PERFORMANCE OF PERMANENT EMPLOYEES
STD. 637 (2/78) - REVERSE

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PERFORMANCE FACTORS	I	M	E*	COMMENTS*
1. QUALITY OF WORK: Consider the extent to which completed work is accurate, neat, well-organized, thorough, and effective.				
2. QUANTITY OF WORK: Consider the extent to which the amount of work produced compares to quantity standards for the job.				
3. WORK HABITS: Consider the employee's effectiveness in organizing and using work tools and time, in caring for equipment and materials, in following good practices of vehicle and personal safety, etc.				
4. RELATIONSHIPS WITH PEOPLE: Consider the extent to which the employee recognizes the needs and desires of other people, treats others with respect and courtesy, inspires their respect and confidence, etc.				
5. TAKING ACTION INDEPENDENTLY: Consider the extent to which the employee shows initiative in making work improvements, identifying and correcting errors, initiating work activities, etc.				
6. MEETING WORK COMMITMENTS: Consider the extent to which employee completes work assignments, meets deadlines, follows established policies and procedures, etc.				
7. ANALYZING SITUATIONS AND MATERIALS: Consider the extent to which the employee applies consistently good judgment in analyzing work situations and materials, and in drawing sound conclusions.				
8. SUPERVISING THE WORK OF OTHERS: Consider the employee's effectiveness in planning and controlling work activities, motivating and developing subordinates, improving work methods and results, encouraging and supporting employee suggestions for work improvements, applying policies, selecting and developing subordinates in accordance with State Personnel Board and departmental affirmative action policies.				
9. PERSONNEL MANAGEMENT PRACTICES: Consider the extent to which the employee understands and applies good personnel management practices including affirmative action and upward mobility. Does the employee contribute effectively to the implementation of State Personnel Board and departmental equal employment opportunity policies and to the attainment of affirmative action goals?				

GENERAL COMMENTS OR COMMENTS ON OTHER FACTORS

*The supervisor may make "Comments" only, or may use rating categories only, or may use either or both methods of appraisal on any performance factor, as he or she prefers. The rating categories are:
I - Improvement needed for performance to meet expected standards.
M - Performance fully meets expected standards.
E - Performance consistently exceeds expected standards.

APPENDIX G
DEPARTMENTAL POLICIES

California Department of Corrections
ADMINISTRATIVE MANUAL

Chapter: 2000
Equal Employment Opportunity
Subject Affirmative Action
Article 1

Article 1 - Affirmative Action

Sec. 2001. Statement of Policy. (a) The United States Constitution and the Constitution of the State of California guarantee certain inalienable rights of citizenship to all citizens. In addition to these basic human rights, California has enacted a State Fair Employment Practice Act that prohibits discrimination and unequal treatment based on race, sex, color, religion, national origin, ancestry, creed, age, marital status or handicap.

(b) The Department of Corrections fully supports those rights of citizenship and is engaged in an affirmative action program to provide equal employment opportunities for all persons on the basis of merit and fitness and to prohibit discrimination based on race, sex, color, religion, national origin, ancestry, or handicap in every aspect of personnel policy and practices in the employment, career development advancement and treatment of employees.

(c) In order to insure compliance with mandated equal employment opportunity laws and departmental policy, a formal affirmative action plan has been adopted. Specific actions required by this plan include:

(1) Insure that all employees have equal employment opportunities and equal treatment.

(2) Establish specific goals, time tables, and records for measuring success or failure in complying with laws of nondiscrimination.

(3) Establish a monitoring system of all employment practices used within the department.

(4) Insure that each institution, parole region, and central office develops and maintains an affirmative action plan that is in keeping with the departmental guidelines.

(5) Increase the number of women and minority employees at all levels by implementing programs for recruitment, selection, promotion, and retention of women and minorities.

California Department of Corrections ADMINISTRATIVE MANUAL	Chapter: 2000 Equal Employment Opportunity Subject Affirmative Action Article 1
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Sec. 2001. (continued)

(6) Provide in-service training that will develop an awareness in staff to recognize and positively deal with discriminatory practices, and provide training for protected employees that will assure their full participation at all levels of employment.

(7) Implement positive measures to insure that there are no restrictions on assignments or duties based upon the sex of the employee. In recognition that our goal is preservation and enhancement of the human dignity of both employees and inmates, custodial employees will not be assigned where a substantial portion of the duties include observation or search of unclothed persons of the opposite sex. This qualification or limitation will not apply in emergency situations.

(8) Insure that disciplinary action will be taken, as in any violation of major departmental policy, in instances where administrators or individuals give inadequate cooperation or obstruct the goals of the program.

(d) The director has placed responsibility for leadership, consultation, support services, and monitoring the affirmative action program with the Assistant Director-Human Relations/Equal Opportunity Division. The Human Relations/Equal Opportunity Division will make regular reports to the director as to departmental progress towards achieving the stated goals.

(e) All employees of the Department of Corrections are expected to commit themselves to the accomplishment of the goals of the affirmative action program.

Sec. 2002. Affirmative Action Plans. (a) Each warden/superintendent, parole regional administrator, and the central office will develop a local affirmative action plan which is in keeping with the departmental policy and creates a climate for equal opportunity. The plan should provide that equal consideration be given to all qualified women and minorities in all hiring and promotional opportunities.

California Department of Corrections ADMINISTRATIVE BULLETIN	Number: A.B. No. 82/4
Subject: Sexual Harassment	Date: January 15, 1982
	Cancellation Date:

Title VII of the Civil Rights Act makes it an unlawful employment practice for employers to discriminate against any individual with respect to conditions or privileges of employment on the basis of sex. The Federal Equal Employment Opportunity Commission (EEOC) has recently issued regulations on sexual harassment which makes an employer responsible for the acts of supervisory employees with respect to sexual harassment regardless of whether the specific acts were forbidden by the employer.

Consistent with this law and Federal regulations, it is the policy of the California Department of Corrections that employees have a working environment free of discrimination. The working environment should be businesslike and assure fair, courteous treatment for employees and the public we serve. Sexual harassment is a form of discrimination. It is employee misconduct that can decrease work productivity, undermine the integrity of employment relationships, decrease morale, and cause emotional stress and physical damage. The Department prohibits sexual harassment by any departmental employee while performing duties as a State employee. Supervisors and managers are responsible for assuring a favorable working atmosphere for all employees free from sexual harassment or discriminatory practices. As with any departmental policy, appropriate disciplinary action will be taken against those individuals determined to be in violation of this policy.

Sexual harassment is typically defined as unsolicited and unwelcomed sexual overtures, by they written, verbal, physical and/or visual, that usually occur when:

1. Submission is made either explicitly or implicitly a term or condition of employment.
2. Submission or rejection by an employee is used as a basis for employment decisions affecting the employee; or
3. Such conduct has the potential to affect an employee's work performance negatively and/or create an intimidating, hostile or otherwise offensive work environment.

California Department of Corrections ADMINISTRATIVE BULLETIN Subject: Sexual Harassment	Number: A.B. No. 82/4
	Date: January 15, 1982
	Cancellation Date:

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Written examples of sexual harassment may include suggestive or obscene letters, notes and invitations; verbal examples may include derogatory or suggestive comments, slurs, jokes and epithets; physical examples may include assault, touching, impeding or blocking movements; and visual examples may include gestures or open display of sexually suggestive objects or pictures, cartoons, or posters. Other examples include threats of reprisal; implying or actually withholding support for appointments, promotion or transfer; rejection during probation; punitive actions; change of assignments; or suggesting that a poor performance report will be prepared if requests for sexual favors are not met.

Employees who feel they are victims of sexual harassment should understand the importance of informing individuals that his/her behavior is unwelcome, offensive, in poor taste or highly inappropriate. If an employee feels threatened or has difficulty expressing disapproval, he/she should first seek informal assistance and counseling from appropriate supervisory or management personnel. In addition, the Department's Women's Program Coordinator and the Affirmative Action Officer are available for counseling and assistance. If this approach does not produce effective results, employees may file a discrimination complaint based on sexual harassment utilizing the procedures set forth in the Departmental Administrative Manual, Section 2530.

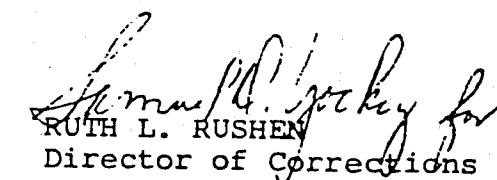
Employees should be aware that in addition to the obvious morale, turnover and productivity implications, there can also be costly court proceedings which may result in back pay or punitive damage awards, withdrawal of Federal support funds and other adverse actions in situations where sexual harassment is found to have occurred.

It should be further noted that courts have held in recent rulings that, when a supervisor makes a sexual advance and bases a promotion or the retention of a job on the acceptance of these advances, he or she may be personally liable.

California Department of Corrections ADMINISTRATIVE BULLETIN Subject: Sexual Harassment	Number: A.B. No. 82/4
	Date: January 15, 1982
	Cancellation Date:

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This policy is to be posted on employee bulletin boards until its incorporation into the Departmental Administrative Manual.


RUTH L. RUSHEN
Director of Corrections

APPENDIX H CHI-SQUARE ANALYSES

Chi-square tests were performed on the responses to the 36 items in the questionnaire by the three groups of respondents - men correctional officers, women correctional officers, and male inmates. The first application of the Chi-square test was to a 2 x 3 table. In the three rows were the frequency data for the three groups of respondents. In the two columns were the frequencies of the types of responses - agree and disagree. For the purposes of this analysis, the four questionnaire response categories were dichotomized into these two as follows: strongly agree and agree were combined to form one category, "agree", and strongly disagree and disagree were combined to form the other category, "disagree". This was done to simplify the analysis and to deal with the instances where the expected frequency in a cell was less than five.

In addition to the comparison between the three groups in the 2 x 3 table, comparisons were made between the possible combinations of two groups: men vs. women officers, women officers vs. inmates, and men officers vs. inmates. The principle applied was that if the overall comparison among the three groups yielded a statistically significant result, the comparisons between pairs of groups would be made.

The results of the Chi-square analysis are presented in Table H-1.

Table H-1

When Compared to Male Officers Having the Same Training and Experience, Women Officers Generally Perform as Effectively as Male Officers in the Following Assignments:		Percent	
		Agree	Disagree
1. Visiting Room Officer			
Men Officers (N = 178)		79.2	20.8
Women Officers (N = 53)		90.6	9.4
Inmates (N = 395)		86.3	13.7
MO-WO-IN ¹	X ² = 6.010* ²	WO-IN	X ² = 0.811 N.S.
MO-WO	X ² = 3.492 N.S.	MO-IN	X ² = 4.265*
2. Main Gate Officer			
Men Officers (N = 180)		77.8	22.2
Women Officers (N = 53)		94.4	5.6
Inmates (N = 385)		87.3	12.8
MO-WO-IN ¹	X ² = 12.621** ²	WO-IN	X ² = 2.232 N.S.
MO-WO	X ² = 7.501**	MO-IN	X ² = 8.261**
3. Tower Officer			
Men Officers (N = 180)		66.7	33.3
Women Officers (N = 52)		93.0	7.0
Inmates (N = 385)		75.3	24.7
MO-WO-IN ¹	X ² = 14.493** ²	WO-IN	X ² = 7.584**
MO-WO	X ² = 13.182**	MO-IN	X ² = 4.606*

¹MO-WO-IN refers to the comparison among the three groups, men officers (MO), women officers (WO), and inmates (IN); MO-WO, WO-IN, and MO-IN refer to the comparison between the pairs of groups indicated by the abbreviations.

²N.S. - Not Statistically significant
* - Significant at the 5% confidence level (p < .01)
** - Significant at the 1% confidence level (p < .01)

Table H-1 (Cont.)

When Compared to Male Officers Having the Same Training and Experience, Women Officers Generally Perform as Effectively as Male Officers in the Following Assignments:	Percent	
	Agree	Disagree
4. Control Room Officer		
Men Officers (N = 179)	74.9	25.1
Women Officers (N = 59)	91.5	8.5
Inmates (N = 381)	85.6	14.4
MO-WO-IN ¹ $\chi^2 = 12.944^{**2}$	WO-IN $\chi^2 = 1.500$ N.S.	
MO-WO $\chi^2 = 7.435^{**}$	MO-IN $\chi^2 = 9.456^{**}$	
5. Search and Escort Officer		
Men Officers (N = 181)	35.9	64.1
Women Officers (N = 54)	77.7	22.3
Inmates (N = 381)	48.8	51.2
MO-WO-IN ¹ $\chi^2 = 29.830^{**2}$	WO-IN $\chi^2 = 15.900^{**}$	
MO-WO $\chi^2 = 29.350^{**}$	MO-IN $\chi^2 = 8.230^{**}$	
6. Yard Officer		
Men Officers (N = 181)	40.8	59.2
Women Officers (N = 54)	81.1	18.9
Inmates (N = 381)	62.8	37.2
MO-WO-IN ¹ $\chi^2 = 37.475^{**2}$	WO-IN $\chi^2 = 7.362^{**}$	
MO-WO $\chi^2 = 27.469^{**}$	MO-IN $\chi^2 = 23.721^{**}$	

¹MO-WO-IN refers to the comparison among the three groups, men officers (MO), women officers (WO), and inmates (IN); MO-WO, WO-IN, and MO-IN refer to the comparison between the pairs of groups indicated by the abbreviations.

²N.S. - Not Statistically significant

* - Significant at the 5% confidence level ($p < .01$)

** - Significant at the 1% confidence level ($p < .01$)

Table H-1 (Cont.)

When Compared to Male Officers Having the Same Training and Experience, Women Officers Generally Perform as Effectively as Male Officers in the Following Assignments:	Percent	
	Agree	Disagree
7. Gun Walk Officer		
Men Officers (N = 179)	53.1	46.9
Women Officers (N = 58)	84.5	15.5
Inmates (N = 383)	55.1	44.9
MO-WO-IN ¹ $\chi^2 = 19.604^{**2}$	WO-IN $\chi^2 = 17.971^{**}$	
MO-WO $\chi^2 = 18.226^{**}$	MO-IN $\chi^2 = 0.206$ N.S.	
8. Work Crew Supervisor		
Men Officers (N = 180)	55.6	44.4
Women Officers (N = 59)	83.0	17.0
Inmates (N = 375)	74.4	25.6
MO-WO-IN ¹ $\chi^2 = 26.029^{**2}$	WO-IN $\chi^2 = 2.058$ N.S.	
MO-WO $\chi^2 = 14.154^{**}$	MO-IN $\chi^2 = 19.745^{**}$	
9. Mainline Housing Unit Officer		
Men Officers (N = 180)	53.3	46.7
Women Officers (N = 58)	89.6	10.4
Inmates (N = 388)	69.1	30.9
MO-WO-IN ¹ $\chi^2 = 29.165^{**2}$	WO-IN $\chi^2 = 10.570^{**}$	
MO-WO $\chi^2 = 24.518^{**}$	MO-IN $\chi^2 = 13.301^{**}$	

¹MO-WO-IN refers to the comparison among the three groups, men officers (MO), women officers (WO), and inmates (IN); MO-WO, WO-IN, and MO-IN refer to the comparison between the pairs of groups indicated by the abbreviations.

²N.S. - Not Statistically significant

* - Significant at the 5% confidence level ($p < .01$)

** - Significant at the 1% confidence level ($p < .01$)

Table H-1 (Cont.)

When Compared to Male Officers Having the Same Training and Experience, Women Officers Generally Perform as Effectively as Male Officers in the Following Assignments:	Percent	
	Agree	Disagree
10. Security Housing Officer		
Men Officers (N = 179)	31.3	68.7
Women Officers (N = 53)	69.9	30.1
Inmates (N = 378)	57.4	42.6
MO-WO-IN ¹ $\chi^2 = 43.244^{**2}$	WO-IN $\chi^2 = 2.989$ N.S.	
MO-WO $\chi^2 = 25.431^{**}$	MO-IN $\chi^2 = 33.102^{**}$	
11. Culinary Officer		
Men Officers (N = 179)	62.0	38.0
Women Officers (N = 53)	86.8	13.2
Inmates (N = 380)	83.2	16.8
MO-WO-IN ¹ $\chi^2 = 33.848^{**2}$	WO-IN $\chi^2 = 0.453$ N.S.	
MO-WO $\chi^2 = 11.411^{**}$	MO-IN $\chi^2 = 30.084^{**}$	
12. Security Squad Officer		
Men Officers (N = 178)	43.8	56.2
Women Officers (N = 53)	81.1	18.9
Inmates (N = 375)	48.8	51.2
MO-WO-IN ¹ $\chi^2 = 23.446^{**2}$	WO-IN $\chi^2 = 19.443^{**}$	
MO-WO $\chi^2 = 22.683^{**}$	MO-IN $\chi^2 = 1.197$ N.S.	

¹MO-WO-IN refers to the comparison among the three groups, men officers (MO), women officers (WO), and inmates (IN); MO-WO, WO-IN, and MO-IN refer to the comparison between the pairs of groups indicated by the abbreviations.

²N.S. - Not Statistically significant
 * - Significant at the 5% confidence level ($p < .01$)
 ** - Significant at the 1% confidence level ($p < .01$)

Table H-1 (Cont.)

When Compared to Male Officers Having the Same Training and Experience, Women Officers Generally Perform as Effectively as Male Officers in the Following Assignments:	Percent	
	Agree	Disagree
13. Receiving and Release Officer		
Men Officers (N = 177)	63.3	36.7
Women Officers (N = 52)	84.6	15.4
Inmates (N = 385)	90.9	9.1
MO-WO-IN ¹ $\chi^2 = 64.138^{**2}$	WO-IN $\chi^2 = 2.074$ N.S.	
MO-WO $\chi^2 = 8.469^{**}$	MO-IN $\chi^2 = 63.269^{**}$	
14. Judging When to Write- Up Inmates		
Men Officers (N = 181)	66.3	33.7
Women Officers (N = 54)	88.9	11.1
Inmates (N = 389)	61.4	38.6
MO-WO-IN ¹ $\chi^2 = 15.907^{**2}$	WO-IN $\chi^2 = 15.627^{**}$	
MO-WO $\chi^2 = 10.421^{**}$	MO-IN $\chi^2 = 1.250$ N.S.	

¹MO-WO-IN refers to the comparison among the three groups, men officers (MO), women officers (WO), and inmates (IN); MO-WO, WO-IN, and MO-IN refer to the comparison between the pairs of groups indicated by the abbreviations.

²N.S. - Not Statistically significant
 * - Significant at the 5% confidence level ($p < .01$)
 ** - Significant at the 1% confidence level ($p < .01$)

Table H-1 (Cont.)

When Compared to Male Officers Having the Same Training and Experience, Women Officers Generally Perform as Effectively as Male Officers in Accomplishing the Following:	Percent	
	Agree	Disagree
15. Using Force to Control Inmates		
Men Officers (N = 178)	24.1	75.9
Women Officers (N = 53)	61.4	38.6
Inmates (N = 386)	34.7	65.3
MO-WO-IN ¹ $\chi^2 = 26.758^{**2}$	WO-IN $\chi^2 = 14.907^{**}$	
MO-WO $\chi^2 = 27.013^{**}$	MO-IN $\chi^2 = 6.342^*$	
16. During Incidents and Emergencies		
Men Officers (N = 181)	35.9	64.1
Women Officers (N = 53)	77.4	22.6
Inmates (N = 382)	49.2	50.8
MO-WO-IN ¹ $\chi^2 = 29.124^{**2}$	WO-IN $\chi^2 = 14.790^{**}$	
MO-WO $\chi^2 = 28.450^{**}$	MO-IN $\chi^2 = 8.744^{**}$	

¹MO-WO-IN refers to the comparison among the three groups, men officers (MO), women officers (WO), and inmates (IN); MO-WO, WO-IN, and MO-IN refer to the comparison between the pairs of groups indicated by the abbreviations.

²N.S. - Not Statistically significant

* - Significant at the 5% confidence level ($p < .01$)

** - Significant at the 1% confidence level ($p < .01$)

Table H-1 (Cont.)

When Compared to Male Officers Having the Same Training and Experience, Women Officers Generally Perform as Effectively as Male Officers in Accomplishing the Following:	Percent	
	Agree	Disagree
17. Backing Up their Partners		
Men Officers (N = 179)	35.7	64.3
Women Officers (N = 54)	79.6	20.4
Inmates (N = 378)	42.3	57.7
MO-WO-IN ¹ $\chi^2 = 33.197^{**2}$	WO-IN $\chi^2 = 26.316^{**}$	
MO-WO $\chi^2 = 32.152^{**}$	MO-IN $\chi^2 = 2.191$ N.S.	
18. Maintaining Personal Control Under Stress		
Men Officers (N = 180)	46.7	53.3
Women Officers (N = 54)	81.4	18.6
Inmates (N = 385)	55.8	44.2
MO-WO-IN ¹ $\chi^2 = 20.471^{**2}$	WO-IN $\chi^2 = 12.786^{**}$	
MO-WO $\chi^2 = 20.423^{**}$	MO-IN $\chi^2 = 4.179^*$	
19. Using Firearms When Necessary		
Men Officers (N = 178)	50.0	50.0
Women Officers (N = 54)	83.3	16.7
Inmates (N = 383)	56.1	43.9
MO-WO-IN ¹ $\chi^2 = 18.990^{**2}$	WO-IN $\chi^2 = 14.586^{**}$	
MO-WO $\chi^2 = 18.841^{**}$	MO-IN $\chi^2 = 1.865$ N.S.	

¹MO-WO-IN refers to the comparison among the three groups, men officers (MO), women officers (WO), and inmates (IN); MO-WO, WO-IN, and MO-IN refer to the comparison between the pairs of groups indicated by the abbreviations.

²N.S. - Not Statistically significant

* - Significant at the 5% confidence level ($p < .01$)

** - Significant at the 1% confidence level ($p < .01$)

Table H-1 (Cont.)

When Compared to Male Officers Having the Same Training and Experience, Women Officers Generally Perform as Effectively as Male Officers in Accomplishing the Following:	Percent	
	Agree	Disagree
20. Writing Professional Reports		
Men Officers (N = 180)	87.2	12.8
Women Officers (N = 54)	94.5	5.5
Inmates (N = 384)	88.0	12.0
MO-WO-IN ¹ $\chi^2 = 2.215$ N.S. ^{2,3}		
21. Controlling Verbal Inmate Confrontations		
Men Officers (N = 181)	60.8	39.2
Women Officers (N = 53)	86.8	13.2
Inmates (N = 384)	62.2	37.8
MO-WO-IN ¹ $\chi^2 = 13.330^{**2}$ WO-IN $\chi^2 = 12.311^{**}$ MO-WO $\chi^2 = 12.559^{**}$ MO-IN $\chi^2 = 0.112$ N.S.		
22. Controlling Inmate Fights		
Men Officers (N = 179)	27.8	72.2
Women Officers (N = 52)	63.4	36.6
Inmates (N = 384)	28.6	71.3
MO-WO-IN ¹ $\chi^2 = 27.252^{**2}$ WO-IN $\chi^2 = 25.016^{**}$ MO-WO $\chi^2 = 22.039^{**}$ MO-IN $\chi^2 = 0.033$ N.S.		

¹MO-WO-IN refers to the comparison among the three groups, men officers (MO), women officers (WO), and inmates (IN); MO-WO, WO-IN, and MO-IN refer to the comparison between the pairs of groups indicated by the abbreviations.

²N.S. - Not Statistically significant

* - Significant at the 5% confidence level ($p < .01$)

** - Significant at the 1% confidence level ($p < .01$)

³The comparison among the three groups was not statistically significant, hence the comparison within the pairs of groups was not made.

Table H-1 (Cont.)

23. Most Female Custody Staff Feel Women Should be Assigned as Officers in this Institution	Percent	
	Agree	Disagree
Men Officers (N = 180)	88.3	11.7
Women Officers (N = 54)	94.5	5.5
Inmates (N = 371)	78.7	21.3
MO-WO-IN ¹ $\chi^2 = 13.426^{**2}$ WO-IN $\chi^2 = 7.469^{**}$ MO-WO $\chi^2 = 1.642$ N.S. MO-IN $\chi^2 = 7.600^{**}$		
24. Most Male Custody Staff Feel Women Should be Assigned as Officers in this Institution	Percent	
	Agree	Disagree
Men Officers (N = 182)	21.4	78.6
Women Officers (N = 53)	35.6	64.4
Inmates (N = 373)	53.1	46.9
MO-WO-IN ¹ $\chi^2 = 51.108^{**2}$ WO-IN $\chi^2 = 5.518^*$ MO-WO $\chi^2 = 4.559^*$ MO-IN $\chi^2 = 50.045^{**}$		
25. Most Inmates Feel Women Should be Assigned as Officers in this Institution	Percent	
	Agree	Disagree
Men Officers (N = 179)	36.3	63.7
Women Officers (N = 53)	58.5	41.5
Inmates (N = 375)	65.6	34.4
MO-WO-IN ¹ $\chi^2 = 42.240^{**2}$ WO-IN $\chi^2 = 1.027$ N.S. MO-WO $\chi^2 = 8.351^{**}$ MO-IN $\chi^2 = 42.242^{**}$		

¹MO-WO-IN refers to the comparison among the three groups, men officers (MO), women officers (WO), and inmates (IN); MO-WO, WO-IN, and MO-IN refer to the comparison between the pairs of groups indicated by the abbreviations.

²N.S. - Not Statistically significant

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Table H-1 (Cont.)

26. A Women Officer's Personal Safety is Endangered When Working Alone More So Than Men	Percent	
	Agree	Disagree
Men Officers (N = 181)	59.1	40.9
Women Officers (N = 53)	35.8	64.2
Inmates (N = 388)	49.7	50.3
MO-WO-IN ¹ $\chi^2 = 9.908^{**2}$	WO-IN $\chi^2 = 3.629$ N.S.	
MO-WO $\chi^2 = 8.857^{**}$	MO-IN $\chi^2 = 4.374^*$	

27. When Women Work as Correctional Officers, the Prison Environment is Improved because it is More Like a Normal Community with Both Men and Women	Percent	
	Agree	Disagree
Men Officers (N = 181)	44.8	55.2
Women Officers (N = 54)	57.4	42.6
Inmates (N = 386)	69.2	30.8
MO-WO-IN ¹ $\chi^2 = 31.272^{**2}$	WO-IN $\chi^2 = 3.031$ N.S.	
MO-WO $\chi^2 = 2.708$ N.S.	MO-IN $\chi^2 = 31.017^{**}$	

28. A Male Officer's Personal Safety is Endangered When Working with a Woman Partner	Percent	
	Agree	Disagree
Men Officers (N = 181)	53.1	46.9
Women Officers (N = 54)	12.9	87.1
Inmates (N = 375)	34.3	65.7
MO-WO-IN ¹ $\chi^2 = 33.770^{**2}$	WO-IN $\chi^2 = 9.986^{**}$	
MO-WO $\chi^2 = 27.231^{**}$	MO-IN $\chi^2 = 17.677^{**}$	

¹MO-WO-IN refers to the comparison among the three groups, men officers (MO), women officers (WO), and inmates (IN); MO-WO, WO-IN, and MO-IN refer to the comparison between the pairs of groups indicated by the abbreviations.

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Table H-1 (Cont.)

29. The Personal Safety of Inmates is Endangered When Supervised by Women Officers	Percent	
	Agree	Disagree
Men Officers (N = 181)	46.4	53.6
Women Officers (N = 54)	12.9	87.1
Inmates (N = 379)	36.4	63.6
MO-WO-IN ¹ $\chi^2 = 20.16^{**2}$	WO-IN $\chi^2 = 11.699^{**}$	
MO-WO $\chi^2 = 19.580^{**}$	MO-IN $\chi^2 = 5.077^*$	

30. New Women Officers Receive More Help in Learning the Job of Correctional Officer from Supervisors and Others than do New Men Officers	Percent	
	Agree	Disagree
Men Officers (N = 182)	51.1	48.9
Women Officers (N = 52)	25.0	75.0
Inmates (N = 368)	53.3	46.7
MO-WO-IN ¹ $\chi^2 = 14.678^{**2}$	WO-IN $\chi^2 = 14.610^{**}$	
MO-WO $\chi^2 = 11.209^{**}$	MO-IN $\chi^2 = 0.223$ N.S.	

31. A Woman Officer's Personal Safety is Endangered When Working Alone	Percent	
	Agree	Disagree
Men Officers (N = 182)	83.0	17.0
Women Officers (N = 51)	50.9	49.1
Inmates (N = 386)	45.8	54.2
MO-WO-IN ¹ $\chi^2 = 70.393^{**2}$	WO-IN $\chi^2 = 0.472$ N.S.	
MO-WO $\chi^2 = 22.138^{**}$	MO-IN $\chi^2 = 69.811^{**}$	

¹MO-WO-IN refers to the comparison among the three groups, men officers (MO), women officers (WO), and inmates (IN); MO-WO, WO-IN, and MO-IN refer to the comparison between the pairs of groups indicated by the abbreviations.

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Table H-1 (Cont.)

32. A Male Officer's Safety is Endangered When Working Alone	Percent	
	Agree	Disagree
Men Officers (N = 182)	69.3	30.7
Women Officers (N = 52)	53.9	46.1
Inmates (N = 381)	32.8	67.2
MO-WO-IN ¹ $\chi^2 = 67.450^{**2}$	WO-IN $\chi^2 = 8.810^{**}$	
MO-WO $\chi^2 = 4.222^*$	MO-IN $\chi^2 = 66.254^{**}$	
33. There is Substantial Resistance Among Male Correctional Staff to the Employment of Women Correctional Officers in this Institution		
	Percent	
	Agree	Disagree
Men Officers (N = 182)	72.5	27.4
Women Officers (N = 53)	64.2	35.9
Inmates (N = 356)	55.1	45.0
MO-WO-IN ¹ $\chi^2 = 15.690^{**2}$	WO-IN $\chi^2 = 1.554$ N.S.	
MO-WO $\chi^2 = 1.356$ N.S.	MO-IN $\chi^2 = 15.389^{**}$	
34. New Women Officers Receive Less Help In Learning the Job of Correctional Officer than do New Men Officers		
	Percent	
	Agree	Disagree
Men Officers (N = 182)	15.3	84.7
Women Officers (N = 53)	49.6	50.4
Inmates (N = 365)	24.4	75.6
MO-WO-IN ¹ $\chi^2 = 25.932^{**2}$	WO-IN $\chi^2 = 14.071^{**}$	
MO-WO $\chi^2 = 26.192^{**}$	MO-IN $\chi^2 = 6.937^{**}$	

¹MO-WO-IN refers to the comparison among the three groups, men officers (MO), women officers (WO), and inmates (IN); MO-WO, WO-IN, and MO-IN refer to the comparison between the pairs of groups indicated by the abbreviations.

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Table H-1 (Cont.)

35. My Opinion is that Women Should Be Hired as Correctional Officers in this Institution	Percent	
	Agree	Disagree
Men Officers (N = 180)	51.1	48.9
Women Officers (N = 53)	90.5	9.5
Inmates (N = 374)	75.9	24.1
MO-WO-IN ¹ $\chi^2 = 47.382^{**2}$	WO-IN $\chi^2 = 5.756^*$	
MO-WO $\chi^2 = 26.713^{**}$	MO-IN $\chi^2 = 34.424^{**}$	
36. Acceptance of the Employment of Women Correctional Officers Among Male Staff is Increasing in this Institution		
	Percent	
	Agree	Disagree
Men Officers (N = 179)	51.9	48.1
Women Officers (N = 51)	78.5	21.5
Inmates (N = 362)	76.0	24.0
MO-WO-IN ¹ $\chi^2 = 34.745^{**2}$	WO-IN $\chi^2 = 0.150$ N.S.	
MO-WO $\chi^2 = 11.391^{**}$	MO-IN $\chi^2 = 31.842^{**}$	

¹MO-WO-IN refers to the comparison among the three groups, men officers (MO), women officers (WO), and inmates (IN); MO-WO, WO-IN, and MO-IN refer to the comparison between the pairs of groups indicated by the abbreviations.

²N.S. - Not Statistically significant

* - Significant at the 5% confidence level ($p < .01$)

** - Significant at the 1% confidence level ($p < .01$)

END