



application of the laws on insanity varies from state to state, a ruling of insanity in a criminal matter usually relieves a person from responsibility for committing a criminal act, because the person is assumed to have acted out of a mental illness over which he or she had no control.

Some psychotics display distorted thoughts that result in garbled speech that is often difficult to understand. Psychotics may speak rapidly, jumping from thought to thought at such a great rate of speed that the listener is frequently left far behind. Others may talk incoherently, making remarks that do not appear to fit with the topic of conversation, or using words in such a personal way that their meaning is changed. Severely disturbed psychotics occasionally make up their own words.

The distortions in a psychotic's thinking may be accompanied by delusions—unreasonable, false beliefs. Delusions of persecution, for instance, can mean thinking that one is the object of a group plot. Some psychotics have incorrect beliefs that outside objects and situations are connected to them (thinking, for instance, that one is the subject of newspaper stories or television or radio broadcasts, when one is not); people who think their thoughts

Correctional officers who carefully observe inmates and see symptoms of mental illness should refer them to supervisory, medical, or mental health staff.

and actions are controlled by others suffer from delusions of influence. Those who falsely believe they are unusually skillful, famous, or noteworthy are exhibiting delusions of grandeur. Their ideas can range from mistakenly thinking they are particularly good artists to believing they can read minds, are descendants of distinguished families, or are God.

Psychotics frequently hear, see, feel, taste, or even smell things that are not there (hallucinations). "Hearing voices" is the most frequent form of hallucination. A psychotic homosexual with guilt feelings about sexual impulses might hear voices calling him a "fairy." (However, this does not mean that a homosexual is a psychotic.) Aggressive individuals might hear voices commanding them to commit violent acts. Likewise, psychotics can have visual hallucinations with any type of content, from sexual to religious.

Psychotics' emotional reactions are severely exaggerated or distorted, and can be so severe that the psychotics stop moving or talking. On the other hand, their despair can be so great that they pace, wring their hands, and cry out in suffering and guilt. In some psychotics, "normal" good humor or mood swings are exaggerated and the person becomes "manic"—joking, laughing, talking rapidly, etc. Others fail to exhibit any emotional reaction at all, even during joyous or tragic situations. Still others respond directly opposite of what one would normally expect—laughing over the death of a loved one, or crying when good news is heard. Some even show their mixed emotions by crying and laughing at the same time.

Personality Disorders

People with personality disorders tend to act out their personal distress, and often get into trouble as a result. Although they are not usually bothered by their own troubles, like the neurotic, psychotic, or even the "normal" person, people with personality disorders typically have difficulty adjusting to life



itself and often resort to alcohol, drugs, or criminal behavior.

There are several types of personality disorders, but the most noticeable and widely known is the antisocial personality. These "rebels without a cause" often clash with society, and have lifelong histories of being in legal and other conflicts; they show little ability to learn from their past troubles. They also cannot postpone satisfying their impulses, and instead live only for the pleasure of the moment. Although they may be shrewd planners, their inability to endure tension prevents them from adjusting to routine tasks over a long period of time. Consequently, their work history and institutional adjustment are likely to be erratic and unstable. This type of inmate is apt to blow up in high-pressure situations.

The antisocial person lives by a pattern of showing bravado and taking risks. As a consequence of tending toward extremes, they commit outrageous acts that a sensible person would never consider. Their risk taking makes them dangerous. Some antisocial people are pathological liars, i.e., they lie for the pleasure of lying, for the pleasure of putting something over on someone, or for getting attention or sympathy by a wild story. When confronted by contradictions or by clear evidence of their lies, the antisocial person is likely to casually ignore them.

As the lies become more complex, the antisocial person may have trouble knowing the difference between the real situation and the one he or she made up. Like the "big stories" of normal children and the daydreams of normal adults, these pathological lies usually have a wish-fulfilling quality, in which the liar presents himself or herself as an important person, either as a "conquering hero" or as the long-suffering target of others' abuse and lies. Although they have a callous contempt for others, their pose of reasonableness, friendliness, and warmth may sway people. Some of these individuals are subtle agitators or underminers of authority.

Personality Trait Disturbances

People with personality trait disturbances show behavior problems that are more the consequence of immediate difficulties. Two of these most noticeable in institutions are the emotionally unstable personality and the passive-aggressive personality.

Emotionally unstable people characteristically lack control. They panic easily in emergencies. They may show explosive tempers. They cannot cope with their own difficulties. Their poor judgment prevents them from forming lasting relationships with other people. They are often genuinely sorry for their misdeeds, and feel guilty and anxious about them.

The passive-aggressive personality includes three subtypes: the passive-dependent, passive-aggressive, and aggressive types.

- *Passive-dependent.* This type of individual acts like a helpless child in human relationships. This person cannot decide what to do in situations without getting advice from many people; he or she attaches to others in a childish way. The passive-dependent personality clings to institutions, agencies, or individuals for emotional support and decision making.

- *Passive-aggressive.* This type is unable to express aggression directly, relying instead on indirect ways of expressing hostility. Passive-aggressive maneuvers in work assignments include willful inefficiency, slowing down, or curious "inability" to understand instructions, even if the person is of average intelligence. Typically, these people pout and shake their head to communicate their disapproval. Firm emotional control is needed in dealing with them because they are skillful in irritating others by their indirect delaying or sabotaging tactics and ill-concealed resistance.

- *Aggressive.* This personality type lacks control over irritations, destructive wishes, and grudges. Outwardly these people appear hostile, but underneath they are basically dependent. Hostility in these cases can be directly expressed either verbally (malicious gossip or name calling) or physically (assaulting or attacking). These people haven't learned

to express their aggression in a socially acceptable way. Because they lack inner controls, they require firm discipline to prevent aggressive, emotional outbursts. They also need the opportunity to learn some socially acceptable outlets for their aggression, such as the energy-expenditure activities of hard work or vigorous, supervised recreation.

It is important to remember that these types of people need help from others much more than they are willing to admit. While they must be required to follow rules and regulations, a firm hand should support them in their good behavior and not just bear down on their misbehavior.

Other Personality Pattern Disturbances

Other types of personality disorders include those of people whose adjustment difficulties have existed since their infancy. They lack the ability to deal with real problems; their ineffective personality characteristics are so deeply ingrained that they can adjust only under supervision. The following is a partial list of types encountered by correctional staff:

- Some individuals of apparently average mental and physical condition are not able to adequately cope with the environment. They appear to lack determination. Unless they have fortunate life circumstances, they end up on the lowest rung of the social ladder, or because of poor judgment, in jail or prison. Lacking positive feelings about themselves, they tend to easily accept institutional life, where no real demands are made on them to be independent adults.

- People with what is called a cyclothymic personality tend to alternate between being depressed and feeling an exaggerated sense of well-being. They tend to be rather friendly, outgoing people who, because of their bubbling energy, can, if they are well organized, put in a good day's work. However, if they optimistically overreach themselves, they can get into legal difficulties. They are identifiable by their dramatic and frequent mood changes.

- People with a schizoid personality are aloof, given to excessive daydreaming, and unassertive. These people avoid getting emotionally involved with others. They are often, but not always, identifiable in correctional institutions by their isolation from other inmates, not so much because they are rejected, but because they prefer to be alone.

- People with paranoid personalities are suspicious of other people and their motives. They characteristically project their own motives of envy, jealousy, and hostility on other people, expecting the worst from others because of their own strong negative feelings. In a correctional institution, paranoid personalities are troublemakers, seizing on petty incidents to "prove" they have been badly used or to show how things have been mismanaged. They are generally vindictive, grudge-bearing people.

There are several types of personality disorders, but the most noticeable and widely known is the antisocial personality.

Paranoid inmates are frightened people who truly believe they are persecuted, or that someone is out to "get" them. This type of inmate represents a danger to the correctional officer. However, as violence among inmates is not uncommon, an inmate's fears that other inmates are out to "get" him or her may be justified; therefore, such a complaint should not be taken automatically as a sign of mental illness.

Dealing with Mentally Ill Inmates

Although a psychotic or neurotic person's retreat from the real world may not be obvious at first, his or her ineffectiveness in dealing with it often is. This strange behavior (which the person cannot control, and for which, therefore, he or she may not be responsible), is sometimes incorrectly described as faking or malingering. While the faker can convincingly complain of everything from a headache to fallen arches, the really sick person often lacks the spirit to even be convincing. All statements should, nevertheless, be taken at face value, until the actual condition is confirmed by responsible medical or mental health staff.

It is important to remember that if officers incorrectly handle emotionally disturbed people, treating them as malingerers, these inmates may feel more misunderstood and more upset, and their condition may worsen. Facts about an inmate's behavior, appearance, and attitude, not just opinions, should be noted by officers in order to contribute to an evaluation. How individuals act when they think they are unobserved is particularly important.

Stages of Mental Deterioration

In identifying the signs of emotional disturbance and mental illness, correctional officers should keep in mind that these stages of mental deterioration often result in the person becoming different—not only from others but also from their usual self. Thus, if an inmate who usually mixes fairly well with others starts to remain alone, fails to come out of the cell even for privileges, goes off in a corner during yard time, or sits and stares into space for hours, that



inmate is referred to them for evaluation.

As individuals vary, so do the illnesses that can be seen in each; there is no one fixed rule for dealing with them in all cases; correctional officers are responsible for using their best judgment. It is important to remember that "chewing out" the inmate or poking fun can do more harm than good. Some individuals need a firm, gentle, and supportive approach. Others could become violently aggressive and might need to be restrained.

If the disturbed inmate who is acting out does not respond to firm, unemotional commands, the correctional officer, keeping in mind the immediate danger of injuries to other inmates or personnel, should try to get assistance. The presence of several officers and medical/mental health personnel may serve to discourage an aggressive inmate from further acting out. A show of force in numbers usually makes the actual use of force unnecessary.

In any case, prompt action is

person may be showing signs of avoiding the everyday world, or withdrawing.

As they become mentally ill, inmates may become less responsive to daily routine, slowing or becoming erratic at work. Officers need to notice individuals who begin to neglect their appearance—forget to shave, comb their hair, or button their shirt or blouse. Individuals may slow down in speech or actions if becoming depressed; as discussed previously, other disturbed people may begin to talk rapidly or incoherently. Patterns of sleep disturbances can also occur; they may suffer from insomnia or sleep so soundly they do not awaken to morning wakeup calls. They can be apathetic (unresponsive to others) or extremely sensitive and irritated, increasingly lacking control over these feelings. If apathetic, they become indifferent to orders; if irritated, they may angrily refuse to follow them. In responding to orders, they might act confused. Although they may appear willing enough, mentally ill inmates might need to have instructions repeated.

If a correctional officer notices some of these signs of emotional disturbance or any other indications that an inmate's behavior is deteriorating, then a supervisor should be notified. Observations should be recorded for the use of the mental health staff, if the

mandatory to prevent serious injury to the disturbed inmate, other inmates, or to staff.

The Suicide Risk

Correctional officers should have a high concern for potentially suicidal behavior exhibited by an inmate. In fact, suicidal behavior is probably more likely to occur in the correctional setting than in any other setting.

The reasons for this are many. First, a large percentage of the correctional population is generally thought to have a higher rate of suicide-prone behavior than the "normal" population. For example, in the community, alcoholics, drug addicts, sex offenders, and the antisocial personality all show a relatively high rate of suicidal behavior, and it is not unusual to incarcerate these types of people in correctional facilities.

Second, people are more apt to end up incarcerated during the course of a suicidal crisis than at most other times during their lives. The personal crisis that initiated the suicidal behavior may also have caused that person to be locked up.

Third, the correctional environment can contribute to suicidal behavior. The authoritarian environment, isolation from family and friends, shame of being incarcerated, and basic dehumanizing aspects of being in prison can all lead to a real possibility of suicidal behavior in the correctional setting.

Suicides most frequently occur early during a period of incarceration. Any person with a history of attempting suicide or making threats of a suicidal nature represents a possible danger. In particular, people arrested or convicted for a capital offense may represent a suicide risk, even though no suicidal statements or gestures may have been made. Even if the inmate's statements sound unreal, they should be taken seriously. No matter how attention-seeking the person may seem to be, acts, gestures, or statements reflecting suicidal intent must be taken seriously. Even though an inmate only seems to be threatening suicide, close surveillance is warranted, and an immediate referral to the appropriate supervisor or medical staff is indicated.

There are many reasons for attempting or threatening suicide, but an obvious one is that the person feels that life has become hopeless. Attempting or committing suicide is not necessarily a psychotic act. Sociopaths and other persons with character disorders are likely to make impulsive, rather than well-planned, suicide attempts.

Some inmates set up suicide attempts to gain staff attention; others mutilate themselves or swallow unusual objects to accomplish the same thing. Unfortunately, many of these gestures can unintentionally turn into a fatal act.

Policy and Procedures

Every institution should have a specific policy that describes the procedures to be followed when a potentially suicidal inmate is identified; officers should be aware of these policies and review them frequently. Procedures ordered by supervisory, mental health, or medical staff may include a suicide watch, surveillance by closed-circuit television, intensive counseling, or medication.

In the case of a suicide attempt, the officer finding the victim must make a basic decision—whether to summon help first or to try to save the person. In housing areas where the inmates are locked in their cells, the first action should be to get additional staff in the unit—the risk is too great of the “suicide” actually being a setup to get the door open and take over the unit. In less secure settings, the choices are not as clear, but the rule of thumb is to always have backup coming before attempting to assist an inmate in such a situation.

The correctional officer has a responsibility to minimize the chance that an inmate will commit suicide. However, officers should also know that suicides do occur—prevention of 100 percent of all jail

and prison suicides is virtually impossible. Officers must remember that they are not responsible for an inmate's suicide; the inmate made a personal decision to commit the act as a way of handling an unhappy or frustrating life situation. However, officers must be aware of suicide prevention information, and actually practice precautionary measures that will minimize the chance of this type of tragedy occurring unnecessarily.

The Mentally Retarded

The mentally ill person suffers from some form of disrupted functioning of their otherwise normal minds. The mentally retarded, however, are unable to adequately cope with life problems due to their below-average intellectual ability—they simply do not have the mental capacity to function normally.

Many inmates test low on intelligence tests, but this may be a cultural factor, reflecting poor test-taking skills or a lack of facts about today's society; they may nevertheless be “street smart.” However, the mentally retarded person lacks a certain basic mental capacity, and therefore cannot deal with the world in a normal way. To complicate matters, there are different degrees of retardation, and mentally retarded people can also become mentally ill.

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Some mentally retarded inmates are incapable of learning to deal effectively with the world in an independent fashion. They are suggestible, and may be easily led into crimes. They are easy “marks” for the shrewd operator, and need to be protected. They may be victimized in the correctional setting in any number of ways, such as sexual assault or pressure or holding or running drugs.

Ideally, mentally retarded individuals should not be housed in prisons; unfortunately, some are. When identified, every effort should be made to place these individuals in an appropriate noncorrectional setting. In the meantime, officers should deal patiently and firmly with mentally retarded inmates, recognizing their limitations. Communications with them must be clear, stated one step at a time. Some are capable of learning to work in routine, supervised tasks. They

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should not be placed in work situations that demand more of them than their basic ability permits. It may be necessary to place them in a separate housing area or even in a locked unit.

Whatever their intellectual limitations may be, the mentally retarded inmate is entitled to the same respect that any other person would get. These inmates should be protected from the contempt of staff or the ribbing of fellow inmates.

Medication and Treatment

The treatment of each of these conditions is far too complicated to spell out in this publication. Mental health and medical staff are responsible for deciding the best course of action in each individual case. They also are responsible for seeing that correctional staff are aware of the specific problem cases in the institution population, and the best day-to-day strategies for managing them.

Group and individual counseling is used with some inmates. However, in many instances, it is beyond the institution's resources to provide the intense therapy thought to be necessary to treat many

of these difficult cases. The most severe cases should be referred for confinement in a mental health treatment facility.

For some conditions, medications are available to help the inmate control the problem behavior or to function more normally. Medication is not a certain cure, nor a permanent one. Inmates on medication should still be closely observed by staff, and they should be monitored to be sure they keep taking their medicine.

One point of clarification in the area of mental health staff may be useful—the difference between a psychologist and a psychiatrist. A psychologist is a trained professional mental health worker who often has earned a doctorate degree in clinical psychology and specializes in treating people with some type of emotional or mental disturbance. A psychiatrist is a medical doctor who has received additional training specific to the treatment of people with mental health problems. A psychiatrist can prescribe medication for patients, while a psychologist may not.

Summary

Officers need to be aware of inmate problems stemming from mental health conditions, and to know basic ways of dealing with these problems from an operational standpoint.

Correctional officers are not responsible for diagnosing and treating inmates' special problems. However, because officers work so closely with inmates, their observations can be very useful to those who are responsible for diagnosing and treating them.

APPLICABLE ACA STANDARDS

Medical and Health Care Services: 2-4271 to 2-4295
and 2-4297 to 2-4322

Reception, Orientation, and Classification of Inmates

New inmates arrive at the institution after a series of what most people would consider very disturbing events. They have been arrested, detained, tried in court, convicted of a crime, and committed to prison. Well-organized reception and orientation programs lessen inmates' shock at being confined and hasten adjustment to institutional living.

Reception Activities

The importance of thorough intake processing cannot be overstated. The primary focus is to properly identify and search inmates and all incoming personal property. In some institutions, after this initial intake processing, newly admitted inmates are placed in a quarantine section for 10 days to two weeks, where they undergo thorough physical examinations, including blood tests, X-rays, inoculations, and vaccinations. A complete social history may be taken at this stage, including information about the inmates, their families, and other pertinent background facts.

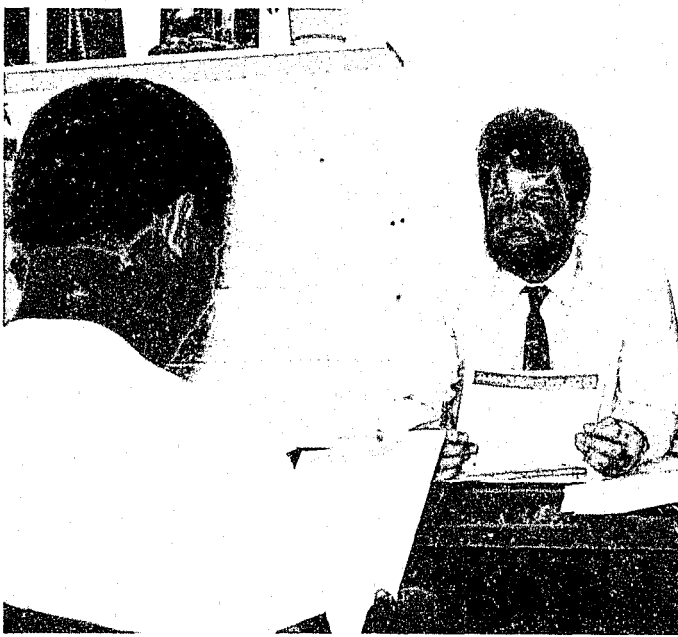
Officers assigned to the receiving area perform many, if not all, of the following duties:

- Determine that the individual is legally committed to the institution
- Assign a register number to the inmate
- Completely search the individual and his or her possessions, paying particular attention to all clothing items—seams or cuffs on trouser legs, waistbands, zippers, small (watch) pockets, and all other pockets
- Mark contraband (weapons, narcotics, alcohol,

etc.) properly, and process it according to institutional policy

- Dispose of all medications the inmate arrives with, following established institutional procedures
- Issue an appropriate receipt for any funds in the inmate's possession, and properly store the money in a secure area
- Appropriately search all property and dispose of forbidden personal property by storing it or shipping it to someone in the community, noting any damaged property on an inventory form
- Issue clean, properly fitted clothing, as needed
- Arrange shower and hair care for the inmate, if necessary
- Photograph and fingerprint the inmate, noting on a form any marks or other unusual physical characteristics
- Arrange medical, dental, and mental health screening
- Assign the inmate to a housing area
- Record personal data and information about the inmate to be used to create mail and visiting lists and explain procedures for mail and visiting
- Help inmates notify next of kin and families of their arrival and the institution's address
- Give written orientation materials to new inmates
- Make an immediate decision on whether the inmate has any enemies or persons from whom he or she should be separated in the institution, and take appropriate steps to safeguard the inmate if needed

Many of these same functions are also performed when an inmate is released. Inmates are properly



identified, release authorizations are verified, inmates and property are thoroughly searched, and funds are issued, if authorized.

Admission and Orientation

Admission and orientation programs usually last about two weeks for transfer cases, and up to a month for new commitments. These programs often include classes, reviews of rules and regulations, and discussions about institutional programs and procedures. New inmates may be allowed to work, read, exercise, and attend religious services according to the same schedule as the general inmate population. In some states orientation programs may be conducted in the quarantine area.

During the admission and orientation process, staff should:

- Explain institutional rules and regulations, provide a written copy of those materials (translated into the inmate's language, if necessary), and have the inmate sign a form that he or she received the inmate handbook
- Describe available programs, their goals, and how inmates are accepted into them
- Administer tests that identify special interests, talents, or problems
- Provide general help for inmates in the transition into institutional living
- Document that the inmate has completed all phases of the orientation program

Naturally, new inmates are unfamiliar with institution rules and staff expectations. During the

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orientation process, staff members explain to new inmates, as well as those transferred from other institutions, how the prison operates and what will be expected of them.

During orientation, new inmates may be taken on a guided tour of the institution and then interviewed by representatives from the educational, industrial, custodial, recreational, and religious departments. During this period, inmates may be examined by the medical staff, tested by the psychologist, and interviewed by a psychiatrist, counselor, or caseworker, who may discuss the inmate's health, family, and personal problems.

This evaluation process is vital, because the inmate's adjustment to prison is largely affected by these factors. The early days of imprisonment are difficult for inmates, particularly first offenders, who are getting the "feel" of the institution. In some prisons, counselors or caseworkers are involved in orienting the individual to the program; in others the unit officer has that responsibility. Three goals of orientation are: (1) to familiarize inmates with the institution's expectations; (2) give staff an opportunity to learn more about the inmate for classification purposes; and (3) help inmates feel that someone is interested in helping them adjust.

At the end of the admission and orientation program, the information gathered by the staff is forwarded to the institution's classification committee or a unit team for use in the classification process.

Special Intake Cases

Some inmates require special handling immediately upon arrival in the institution. While local procedures for these cases will differ, it is important to mention the most common types:

- *Suicide Risks.* The first hours and days of a new inmate's prison experience can be filled with fear and tension. For some, the humiliation of imprisonment is almost unbearable; for others, pressures from other inmates can be overwhelming. Correctional staff in orientation and receiving areas should be very alert to the signs of depression or pre-suicidal behavior mentioned in Chapter 11 of this guide. Staff should be trained in the policy and procedures for handling potentially suicidal inmates and providing proper supervision and care.

- *Protective Custody Cases.* When inmates come into

the institution and declare themselves to be needing protective custody, or when reliable information is received that a new inmate may be in danger, the intake or admission and orientation staff should be prepared to take special supervision and security precautions until the degree of risk is evaluated and the inmate is removed, if necessary, to a safe, secure area.

- *Medical Isolation Cases* (perhaps including AIDS cases). Each institution will have medical standards for screening and isolating incoming cases. These standards ordinarily require intake staff to immediately notify medical personnel if an incoming inmate displays or reports any key symptom or medical history. Immediate transfer to the institution hospital is usually followed by a modified orientation program conducted there, rather than in the orientation unit. In correctional systems that house AIDS patients separately, an orientation program is often conducted right in the AIDS unit.

- *Special Management or High-Security Cases*. These high-risk escape or violent inmates are often identified in advance as ultra-high-security cases. For them, the processing must involve extra staff, perhaps the use of restraints, and in most cases, a modified orientation program conducted for them while they are in a locked unit. Staff safety and institutional security must be the first concerns in handling these cases.

- *Parole Violators*. These inmates may have returned to the institution for a violation hearing, or following such a hearing. If they have been in the institution before, a shortened orientation program is often used.

Classification Procedures

Classifying inmates is not, as some believe, simply separating inmates into different types and assigning them to institutions. Classification is a multistage process designed to fulfill three objectives: (1) to assess inmates' backgrounds and behavior in order to assign them to appropriately secure institutions and to appropriate levels of supervision; (2) to develop a program plan with each inmate, based on a prior assessment; and (3) to make certain that each inmate's progress is periodically evaluated and, if necessary, modify the program and custody level.

Proper classification ensures that inmates are confined in the least restrictive, appropriate facility without presenting an undue risk to the public, staff, or other inmates. Inmates should not receive more

surveillance, or be kept in a more secure institution, than required by the level of risk they present. Keeping inmates of generally the same level of security and aggressiveness in one institution greatly reduces the likelihood of serious management problems (as opposed to a situation where weak and strong, high-escape and low-escape risk cases are all together).

Classification Approaches

Classification can be handled in several ways. In some correctional systems, all new inmates are sent to a reception and diagnostic facility where staff from various specialty areas (such as psychology, health services, social services, and education) interview, test, and evaluate each inmate. From the information they gather, staff decide where to send the inmate to serve the initial part of the sentence as well as the programs the inmate needs. In other systems, cases are pre-screened using probation or other court documents, and the decision on where to send the inmate is made while he or she is still in the jail or on bond. In some small systems, where only one institution serves an entire state, the inmates are simply sent to the institution's reception and diagnostic unit and, while there, evaluated for housing and custody.

In these latter two cases, the classification team (or in some cases a unit team) begins by analyzing the problems presented by each individual. The team reviews inmates' criminal, social, and medical histories; studies individuals' psychiatric/psychological examinations; and evaluates their vocational, religious, and recreational backgrounds. In most systems, the inmates participate in this process by assessing their own needs and, to a degree, selecting programs to meet those needs.

This analysis for classification purposes can be done in one of several ways. Traditionally,





classification committees have reviewed the available information, and based on their professional, subjective judgment (that is, not using any fixed or predefined rules) decided the inmates' institutional destination (if transfer is an option), custody classification, housing assignment, job, and programs.

In more sophisticated systems, however, the committee or unit team reviews a set of predetermined factors to help staff make these decisions. In some cases, agency staff gather the court information in advance and evaluate it using a security scoring form to decide where the inmate will be initially confined. When an inmate arrives at the designated institution, the additional information gathered during orientation is used to make any adjustments in assignment, as well as for other internal management decisions.

The advantage of this latter system is that it is consistent. It removes the element of personal bias from the classification process. The best systems allow staff to override a numerically determined score if, in their professional judgment, the inmate requires more or less security than the form indicates; the reasons for such overrides must be documented.

There also are classification approaches that subdivide prison populations to improve internal management, but a detailed description of them is beyond the scope of this publication. Generally they

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serve the same purpose—to keep inmates with similar behavior characteristics in the same housing units, where they get along better with each other than if mixed with all other types of individuals.

Classification Policies

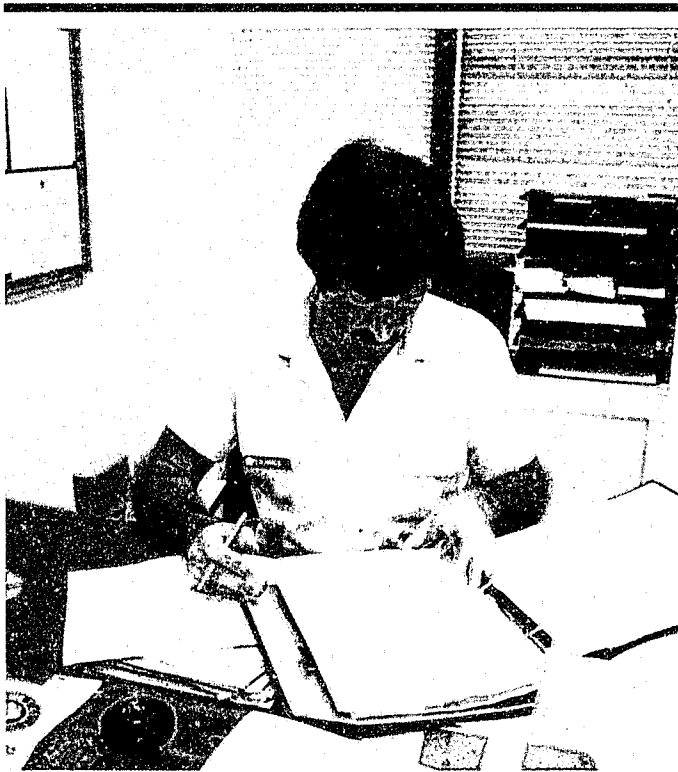
No matter which system is used, classification policies must include, at a minimum:

- A description of the membership of the unit, team, or institutional classification committee(s), as well as the duties and responsibilities of each member
- Detailed descriptions of procedures for classifying and reclassifying inmates, and for documenting the results of the process
- Procedures for transferring inmates from one program to another, or from one institution to another
- Provision for a transcript or some other record of the classification or team action on every case; these records can help parole authorities evaluate whether an inmate can or should return to the community

Classification Committees

Who is on the committee? The makeup of the classification committee or unit team depends, of course, on the staff available. Members of classification teams are generally department heads and specialists concerned primarily with diagnosis, training, treatment, and custody of the inmates. They may be associate wardens in charge of treatment or custody, supervisors of classification, education, and vocational training, and/or the head social worker or sociologist. The chief medical officer, counselor, psychiatrist, psychologist, chaplain, and officers in charge of the admission and orientation unit may also sit on the committee.

Large institutions must avoid establishing large committees that occupy the time of too many staff members. Where the classification and reclassification load is heavy, it may be necessary to form a



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unit psychologist, and unit officer. This group is responsible for making almost all of the initial and reclassification decisions regarding inmates, including recommendations for parole.

Correctional officers who maintain accurate records can make a valuable contribution to the classification process. The information contained in them is used by classification committees and unit teams to make vital decisions concerning inmates.

Summary

subcommittee to handle this process. Conversely, in institutions with limited staff, one committee member may assume the functions ordinarily carried out by members from more than one department.

Whether there is one or more classification committees, it is important that the committee represent each service or department so that an accurate profile of the inmate is established and a well-rounded program devised.

Unit Teams

Who is on the unit team? In an institution that uses unit management, the unit team handles almost all of the functions of the classification committee. The team ordinarily consists of the unit manager, case manager, counselor, unit education representative,

The way that inmates are received and classified can affect their institutional adjustment during confinement. During this initial process, staff assess inmates, assign them, and work with them to develop program plans. Proper admission, orientation, and classification procedures help correctional officers by ensuring that inmates are properly screened, are confined in appropriate facilities, know the rules, and are aware of the programs that best meet their needs.

APPLICABLE ACA STANDARDS

Classification: 2-4399 to 2-4410

Reception and Orientation: 2-4388 to 2-4398

Programming and Related Services

For most of the history of corrections in America, the idea of institutional programs meant only the activity necessary to maintain custody of inmates, and perhaps some simple work for them. As thinking about the causes of crime gradually changed, ideas about institutional programs also changed. Now it is generally believed that in a much broader sense, programs are an important part of any institution's operation and even its security.

Correctional institutions today are geared to protecting society first, and to providing a safe, humane place to confine inmates—a place where they can find the resources to change their lives if they want to. Officers are primarily responsible for the first part of this goal, providing secure, safe confinement. But even in the last area—providing opportunities for change—officers can help.

Program Models

First, some background is helpful. For many years corrections used a model for its "treatment" programs called "the medical model." This involved assuming that professionally trained staff could identify the causes of inmates' criminal behavior, and tell the inmate how to change through participating in certain programs, just as a medical doctor diagnoses a patient's illness and prescribes medicine or other treatment to cure the condition. Criminal behavior was thought to be curable in that way, and long-range "treatment" was intended to send offenders back into the community as useful, law-abiding citizens for the rest of their lives.

This opinion is less widely held now than in the past, although there are many staff who still think this is a sound approach to prison management, and many excellent programs still operate on this basis.

However, now the institution's responsibility is more commonly thought to be to provide the broadest possible range of program options for inmates, to steer them to those that appear to deal with any basic needs they have (such as educational or vocational training), and then to let the inmates decide whether to participate or not.

The underlying thought here is that, "You can lead a horse to water, but you can't make it drink." Put directly, there is no way for institution staff to force inmates to change if they do not want to, and there are some inmates who very plainly do not want to change. For them, most correctional professionals believe that protection of society is a valid reason for confinement, and the job of correctional staff is limited to providing safe, humane conditions of confinement. This is not to say that counseling and other support services are not important, but for many corrections professionals, the time of prescribed "treatment" is largely gone.

Fortunately, the days of the custody/treatment disagreements are largely over. Most program staff realize that effective programs cannot exist in a disorderly, dangerous institution. Most correctional staff understand that offering a variety of institutional programs actually helps them manage the institution more effectively. In short, these two main segments of the institutional community need each other.

Finally, it is also important to note another trend, the movement toward ensuring equal program opportunities for female inmates. In the past, institutions have not provided the same range of programs and services to female inmates as to males. In the face of other, broader trends in society, and an increasing number of court cases on this point, correctional agencies are making equivalent programs available for more and more female inmates.

Given these facts, what should an institution do?



What programs are realistic and important to have? Which ones really address inmates' needs?

In fact, there is much for institutions to do, and programs are valuable in the prison setting. Inmates typically are educationally and vocationally unprepared for functioning in today's society. They often have poorly developed social and interpersonal skills. There are many ways that personal change can prepare inmates to function lawfully upon return to society, if they want to. And it is in those areas that institutions are focusing their efforts.

Social or Casework Services

Society demands that correctional institutions provide more than security and public safety. Society places a high value on providing inmates with the opportunity to make steps toward some form of personal change, popularly called rehabilitation.

To assist in providing these services, most institutions provide a social service, classification, guidance, or unit team system. By whatever name it is known, the responsibility of these casework staff is to plan an ongoing, individualized program for each inmate.

ACA standards describe a system that ensures inmates receive attention to their individual needs, in which each is assigned to a counselor or member of a unit management team. In this way, each inmate can be assured access to at least one employee for advice and assistance. This person is expected to maintain continuing personal contact with the inmate.

Employees assigned to full-time casework or counseling positions should have sufficient training and experience to provide guidance that will be responsive to inmates' needs. Correctional officers or

Programs are an important part of any institution's operation and even its security.

other untrained staff who work closely with inmates may, nonetheless, provide informal counseling on institutional adjustment issues.

Ordinarily, each caseworker has a caseload, like that of a parole officer in the community. Once an inmate is assigned to a particular caseworker, the inmate remains his or her responsibility until released from the institution. This caseworker does not act in the place of the classification committee or unit team (which has the overall responsibility for developing an inmate's program). The caseworker, instead, has responsibilities to provide individual services to the inmate and to meet the administrative and organizational needs of the institution in the casework area.

The caseworker should make all nonconfidential file material available to staff who have a legitimate need to know the information contained in the file. These files are maintained for effective institution administration, for planning an overall program for each individual, and for compiling necessary reports for the paroling authority and other agencies. The correctional officer needing additional information to more effectively supervise any particular inmate usually can secure such information from the caseworker. However, all file information, even that released as nonconfidential within the institution, is still restricted in terms of any release outside the facility.

The caseworker is usually responsible for planning and coordinating the inmate's program, as well as helping the inmate adjust to institutional life. The average inmate has numerous problems. Difficulty in abiding by the law is a major one, but in many instances inmates also have trouble adjusting to institutional routines. In addition, any problems that involve family at home, or community activity affecting the inmate, are the general responsibility of the caseworker.

Correctional officers should exercise care when discussing an inmate's problems. If the matter deals strictly with institutional procedures, correctional officers certainly can discuss it. However, when faced with noninstitutional concerns, correctional officers should refer the inmate to the official whose responsibility covers that particular function.

In order to be available to help inmates with their personal problems and with adjustment to the institution, casework staff should be available on a

regularly scheduled basis for appointments requested by inmates. Because inmates may have problems that require immediate attention, at least one professional staff member should be available at all times, either on-site or on immediate call. In most locations, some members of the unit staff or other program staff are available during the hours when inmates are permitted out of their cells. Other crisis intervention services should be available on an as-needed basis to assist more seriously disturbed inmates, through a medical or mental health duty officer system.

Education

Educational programs often assume special importance in correctional facilities. Many inmates' educational backgrounds are seriously deficient; many inmates lack a high school diploma, and many others have less than a sixth-grade education.

A sound institutional education program should provide a well-rounded general education. It should offer a variety of programs including the following: the Adult Basic Education (ABE) Program, for inmates who have not attained a sixth-grade education; the General Education Development (GED) program, so that inmates can work toward their high school equivalency diploma; a postsecondary education program for those who have successfully completed high school and want to further their education; and continuing education courses for those who want to update their skills and knowledge.



Education Staff

The education department staff usually consists of a full-time program administrator, assistant, and clerk, as well as instructors specializing in ABE, GED, college-level courses, and continuing education programs. Frequently, the full-time education staff are supplemented by contract staff, who enrich the standard programs and offer special courses as the need arises. Education options should be broad enough to provide for the needs, interests, and abilities of as many inmates as possible. In institutions with a significant number of non-English-speaking inmates, for example, courses in English as a second language may be necessary.

Close working relationships among educational and classification or unit team personnel are essential. Education in the correctional setting is ideally considered part of a total program, and a proper balance should be maintained between academic and vocational training and recreation. Emphasis should be placed on developing programs that will deal with individual educational needs; special attention should be paid to the needs of inmates who are unusually far behind in key areas, such as reading.

Developing an Educational Program

The process of developing an educational program should include input from the inmate involved, and a follow-up system should be developed to regularly review program progress. Counseling should be available to provide inmates assistance, encouragement, and feedback with respect to their educational and vocational goals.

Teaching in a correctional setting requires a certain breed of professional. Inmates who have failed throughout life in various learning experiences, and particularly in the classroom setting, are a very difficult group to control and motivate. Meeting the educational needs of inmates requires a thorough knowledge of their individual learning problems.

The staff/inmate ratio is another significant factor influencing effectiveness in any teaching environment. Inmates in general require at least the same, and in many cases more, interaction, feedback, and personal attention than that provided students in outside educational programs. This is, in part, because inmates vary greatly in learning ability, interest level, and motivation. The educational program should be structured so that inmates can enter at any time, and proceed through the various grades at their own pace. Progress through the program should not be defined by grade level attainment, academic marks, or scores; individualized instruction is essential. Programmed instruction teaching machines, correspondence courses, and educational television may be used, in addition to traditional teaching methods. In some institutions, the education department also provides

courses in consumer activities, life skills, and family life.

Education programs should not compete with work assignments, visitation, counseling, and other activities, but should be offered at nonpeak program hours, and should be available in the evenings and on weekends. Participation can be encouraged by limiting the barriers to attendance; some systems even use a reward system.

Recognition of academic and vocational achievements, in the form of certification or graduation ceremonies, is helpful to individual inmates, and enhances the general support for educational programs. The ceremonies also can be used to good effect in a public information program to highlight the institution's successes.

Vocational Training

The primary goal of vocational training is to provide inmates with marketable skills so they are better equipped to earn a living for themselves and their dependents when released to the community.

Traditional trades, such as carpentry, plumbing, welding, painting, automotive repair, and electrical work are usually taught in the facility's maintenance shops and supplemented by classroom instruction. Separate vocational training space may be used to teach other trades such as computer programming, computer-related equipment operation and repair, and repair of small engines, office equipment, refrigerators, air conditioners, and televisions.

The vocational training program is usually supervised by the education department. The number of full-time instructors varies according to the number of shop areas. Part-time contract employees from a local vocational school can often be hired to help the regular staff. Using contract employees also allows greater flexibility when program modifications are needed in response to changes in the job market.

Vocational training programs should relate to the job market. The community's employment needs can be assessed through contacts with local labor and industry representatives. Equipment and curricula for the vocational training programs should be updated periodically to ensure compatibility with training developments in the community. Existing community resources and community involvement should be used where appropriate. A variety of training areas is often developed this way, in cooperation with other departments such as correctional industries.

Many vocational training programs are linked to outside trades through formal apprenticeship programs in which the inmate completes a very long, detailed course of training and on-the-job experience. The best of these programs prepare inmates to start well-paying jobs upon release. Other, less formal

programs can be used as a springboard to entry-level jobs in the community, because they provide the necessary fundamental training and experience needed to at least break into the field.

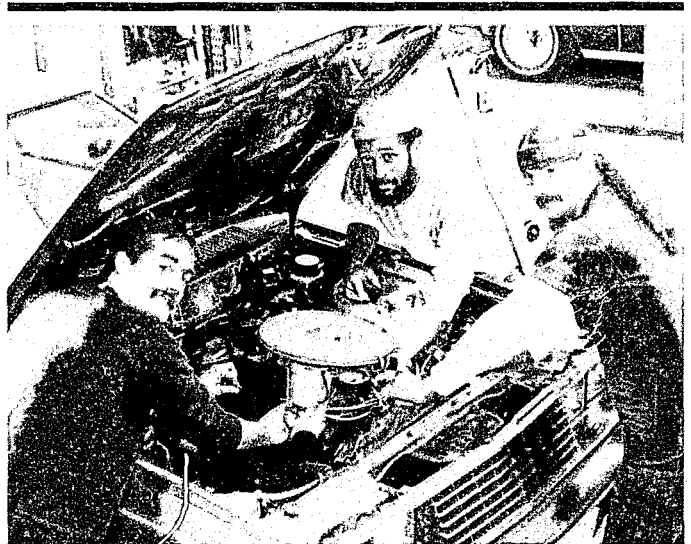
Work Programs

The mission of work programs in a correctional facility is to employ inmates in constructive activities, foster good work habits, and provide training opportunities in a variety of marketable skills. By providing employment opportunities, a work program also reduces the idleness otherwise inherent in correctional facilities. An institution for 500 inmates can often employ as much as 50 percent of its inmate population in an industrial production program. Good work habits, on-the-job training, and even the satisfaction of a day's work well done are a few intangibles that, in the long run, can help change attitudes and behavior.

Work activities can include:

- *Day-to-day services to maintain an institution*, such as food service, routine cleaning, and other housekeeping chores, and maintenance and other services. These routine tasks are relatively simple, and can provide employment opportunities for some inmates. Appropriately classified inmates are frequently assigned to maintenance work outside the institution as members of construction or ground details.

- *Vocational training* in cooking and baking, meat-cutting, power and filtration plant operations, maintenance and repair of refrigeration equipment, automotive maintenance and repair, carpentry, plumbing, painting, bricklaying, sheet metal work, installation of electrical equipment, and some



assignments in the laundry, dry cleaning, and clothing repair plants.

- *Agricultural work and other activities related to farming* such as dairying, poultry raising, and canning. These assignments also serve to reduce institutional food costs by contributing to the supply of meats and vegetables consumed in the institution. Surplus agricultural and dairy products may also yield a financial profit when sold to other public institutions and eligible agencies.

- *Work camps* may be used for inmates who are approaching the end of their sentences or who have relatively short, nonviolent sentences. They provide opportunities for inmates to live and work in an environment that more nearly resembles conditions existing in free communities. Inmates assigned to camps are often employed in construction and repair of roads, reforestation, gardening, harvesting, maintenance and improvement of public park areas, and other work concerned with the conservation of natural resources and the upkeep of public properties. Camp programs for properly screened low-risk inmates can provide a relatively inexpensive option for the relief of overcrowding and idleness in larger institutions.

- *Industrial production.* Correctional industries furnish jobs for inmates who otherwise might be unassigned, or be assigned to jobs that offer no chance to develop marketable skills. Prison industries are often limited to selling their goods to other state agencies, so that they do not compete with private production of similar goods in the open market. Private industries that have been introduced in some correctional facilities provide a realistic work environment for inmates to learn and improve work skills and handle many of the same responsibilities that those in the community work force do. Industrial programs offer both economic profit to the institution and specialized vocational training and experience for the individual inmate.

Counseling

While correctional officers may provide common-sense advice to inmates, and offer a valuable service when they do, most formal counseling programs are conducted by specialized staff. Correctional staff should not attempt to conduct any in-depth counseling.

Individual sessions with staff members can be effective, as can group therapy sessions. In the institutional setting, where staff resources are short, group counseling is far more common. Staff who are qualified to counsel generally include psychiatrists, psychologists, social workers, caseworkers, and trained lay counselors. The type of counseling programs available to inmates varies greatly, and for



that reason, this chapter will not go into detail on the different methods used.

Recreation and Inmate Activities

A sound recreational program is a crucial element in any correctional facility. By providing inmates with a constructive means for channeling energies and relieving tension, recreation contributes to the facility's safe and orderly operation. Recreational activities also give inmates an opportunity to use their free time constructively, improve their physical and mental health, and develop good sportsmanship and morale.

Typically, the recreation program consists of a wide variety of organized group and individual activities, including various sports, music, drama, movies, arts and crafts, and table games. Full-time recreation specialists usually coordinate the program, with assistance from security staff and carefully selected inmates. In addition, many community groups and individual volunteers contribute substantial time and effort to help coordinate programs and increase the variety of activities for inmates.

No particular recreational program can be a standard for all institutions; each differs in size,

Society places a high value on providing inmates with the opportunity to make steps toward some form of personal change, popularly called rehabilitation.

programs, type of population, locale, and physical characteristics. A program that meets the needs of one institution may be a far cry from those in other institutions. Many institutions are limited in the recreational activities they can provide, due to lack of facilities or absence of necessary funds. Wherever the institution or whatever the recreation activity, the resources available must be used to meet the needs of as many inmates as possible. Qualified volunteers can be very helpful in developing and delivering programs, even with limited resources.

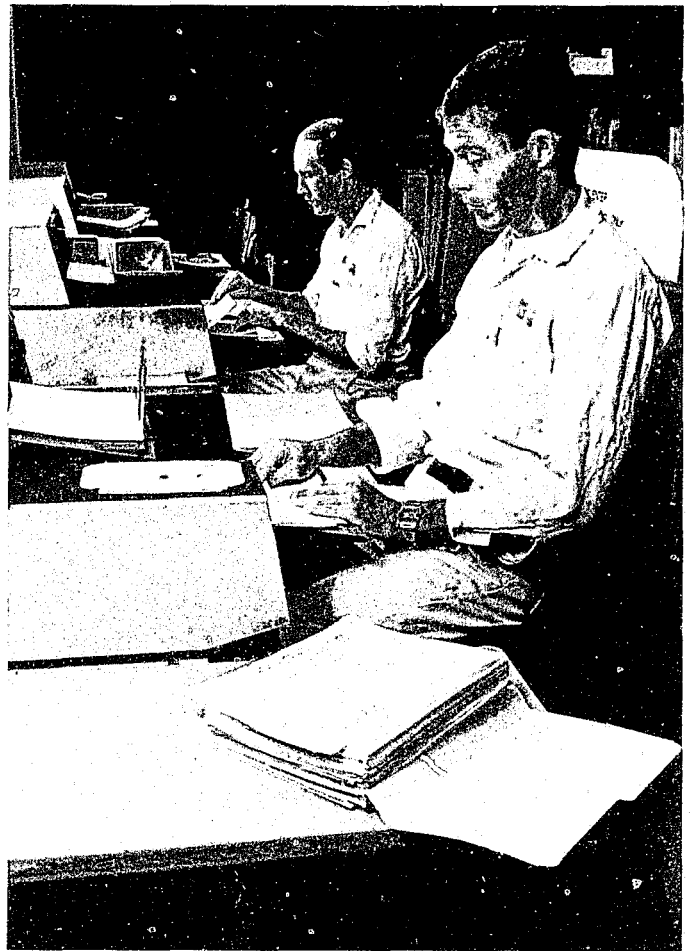
Typical Recreation Facilities

Typical recreation facilities include an outdoor recreation area, or yard; a gymnasium with seats for spectators; an auditorium with stage equipment; game rooms and games such as table tennis, shuffleboard, chess, checkers, and cards; weight-lifting and other body-conditioning equipment and space for their use; a music room; and space for the pursuit of arts, crafts, and hobbies. Locker rooms, showers, and dressing rooms also should be available. Provision should be made for the regular inspection of all equipment, and for repair and replacement as necessary. The National Recreation and Park Association provides guidelines for facilities and equipment, and ACA standards provide an excellent set of guidelines for the types of recreation that should be available.

Recreation should be available during nonworking hours. This affords each inmate opportunity to participate on a voluntary basis. Some provision should be made for inmates with odd work schedules, such as morning watch powerhouse workers, to have access to the recreation facilities during their off-duty hours.

Community interaction can include bringing in volunteers to provide instruction, and inviting local teams to compete with institution teams. It also may include taking low-security inmates into the community for recreational activities.

Movies are provided in most institutions; some provide one or two movies a week, with a special program on holidays. These are often made available through the profits of the canteen or institution store. Institutions also extensively use 16 mm films in the



school's education programs. Video-taped movies are gaining popularity in smaller unit settings.

The library also rates high among recreational outlets for the institution. ACA standards set requirements for institutional library operations. The materials selected must meet inmates' educational, informational, and recreational needs. They should be easily accessible and regulated by a system that prevents abuse.

The institution's library service should be generally comparable to that of a public library, providing logical organization of materials for convenient circulation to satisfy users' needs. Many libraries go so far as to offer information services to locate facts as needed; a reader's advisory service that helps provide suitable materials for users; and even promotion of library materials through publicity, book lists, special programs, book and film discussion groups, music programs, contests, and other appropriate means. The reference collection is very important, particularly when inmates need specialized pre-release, vocational, and educational information.

Hobby and craft work is encouraged in most correctional institutions. Approved projects can include various types of weaving, sewing, leather

work, stamp collecting, watch repairing, woodworking, and the making of plaster figurines. In many locations, this kind of activity offers inmates the opportunity to earn money through the sale of products at the institutional store.

Other recreation activities can include:

- Music
- Entertainment by outside groups
- Variety programs by the inmates
- Institution publications
- Holiday events
- Radio
- Television

Religious Services

Most administrators and wardens in the correctional field understand the importance of religious programs in correctional institutions. ACA standards address the religious issue by emphasizing that all inmates have the right to voluntary exercise of their religious beliefs, when those practices do not interfere with the order and security of the institution. In most facilities, either a full-time chaplain or representative of a faith group from the community should be available to provide regular religious services, individual and group counseling, family contacts, and other services. The chaplain or staff religious program coordinator should see that volunteer religious groups from the community have access to the population, when requested. Inmates should be kept informed about opportunities to participate in religious programs on a continuing basis.

Correctional staff must be sensitive to the increase in the number of less traditional religions found in prison. Many correctional staff have not had the experience of dealing with Islam or other religions that are less well-known in the United States.



Nevertheless, the right of a Muslim inmate to have a *kufi* (a particular type of headpiece) is just as well-established as that of a Jewish inmate to have a *yarmulke*, or a Baptist to have a Bible. The right of a native American to worship in a sweat lodge is becoming just as well recognized as that of a Catholic to attend mass. Correctional agencies are dealing with more of these situations every day, and it is the agency's responsibility to make very clear the policy on how these groups are to be permitted to worship. For the line officer, when in doubt, ask for advice from a supervisor.

Chaplains' Functions

In most institutions, one or more chaplains coordinate religious services and develop community resources to meet the religious needs of all inmates. In most systems, the chaplains have the endorsement of a recognized religious organization. The chaplain's various functions, common to all denominations, include:

- Offering sacramental ministries, including regular religious services and special services connected with baptisms, confessions, communion, etc.
- Coordinating ministries to other faith groups through the use of contracts, lay ministers, and volunteers.
- Providing religious instruction to inmates in the fundamentals of the denomination of which they are a part, and providing instructional resources for other denominations.
- Providing private and personal counseling—an essential part of the chaplain's work that includes interviews in the chaplain's offices and visits to inmates in the hospital, locked units, etc.
- Ministering to inmates' families and other concerned people. Many of the tensions in an institution stem from inmates' worries about the





welfare of loved ones, or from the fear that they are being forgotten by people on the outside. A good portion of the chaplain's counseling time addresses these problems.

- Serving as a pastor, guide, and counselor to the institution's employees, as well as the inmates.
- Providing an interpretative ministry to the community. Too often, society views correctional institutions as merely a place to confine people who have violated the law. Chaplains are uniquely equipped to explain the purposes of modern correctional institutions to the community at large, and to enlist their cooperation in the objectives of current correctional procedures.

In their work, chaplains try to help inmates deal with personal problems and the issues of confinement that may lead to positive personal change. Chaplains of all denominations enjoy the confidence of inmates to a degree possessed by no official of the institution, and they try to use this confidence to promote the best interests of the individual and of the institution. This confidentiality is sometimes difficult for other staff to understand; often it is a burden to the chaplain, but it is an essential part of their role, and staff and inmates should respect it.

Officers' Relation to Religious Programs

Where do correctional officers stand in relation to the chaplain and religious programs?

- Correctional officers should encourage inmates to take advantage of the religious opportunities offered to them.
- When supervising religious services, officers should keep supervision activity to the respectful minimum necessary to ensure order.
- When speaking about a chaplain, officers should always use the chaplain's proper title, e.g., Father (for a Catholic chaplain); Reverend (for a Protestant chaplain); Rabbi (for a Jewish chaplain); etc.
- Officers should never make any derogatory statements about an inmate consulting a chaplain or attending services.
- Officers should call the chaplain's attention to inmates who seem to have personal or family problems.

Religion can play an important part in the institutional experience for an inmate. It is important that officers realize the significance of religious programs, and the chaplain's essential place in the institution.

Drug Abuse Programs

Given the increasing number of drug offenders coming into this nation's prisons, the need for treatment programs has never been greater. While there are many different kinds of programs available, and it is impossible to discuss any of them at length in a handbook of this type, there are a few general points that are worth noting.

First, many drug offenders have already been through many treatment programs before; they know the ropes, and they often use the program for their own purposes. Correctional staff should give proper respect to the professional opinions of counselors and other staff regarding inmate change and program guidelines, but they should not relax security or supervision rules appropriate to that institution. Inmates involved in any program of any type must be required to obey the institution's rules, and staff must enforce those rules.

Second, in some past drug treatment programs, professional staff have let the inmates enforce the rules of the group or unit. This can lead to inmate control of the program, a totally unacceptable practice.

Third, no areas are off-limits to staff or free from staff searches. Correctional officers must continue to make sure that weapons, escape paraphernalia, and drugs are not hidden in the program areas.

Finally, staff should always be aware of the need to devote additional supervision and search activity to a group of drug offenders. It is never safe to assume that inmates in a drug treatment program genuinely want to quit using drugs. Regular procedures should always apply, and additional attention to these procedures is often advisable.

Visiting

A sound visiting program is essential to the successful operation of any correctional institution. Frequent visits by family members and friends help maintain family and community ties, lessen the negative psychological consequences of confinement, and in some cases generate attitudes that are important for successful reentry into the community following confinement. In addition, visiting strengthens inmate morale and eases tensions and management problems. Other visitors can include lawyers, parole advisors who assist in release planning, and members of the clergy who may provide counseling to help resolve family problems.

In recognizing these issues, courts have consistently upheld inmates' right to receive visitors, while granting wide discretion to correctional administrators as to how the visitation program should be conducted. However, certain features or practices are common to most visiting programs.

As a general policy, contact visiting is preferred, that is, visiting in an area where inmates can actually be in contact with their visitors without any physical barriers. The use of noncontact visiting for high-security and some jail cases is still a valid strategy, but it is far less common.

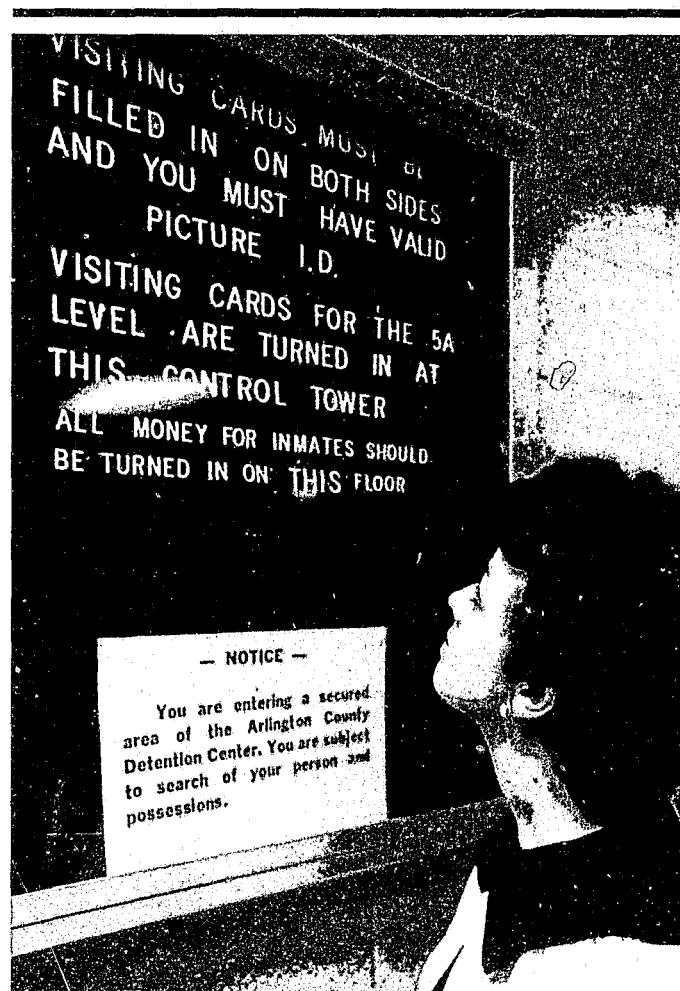
Visiting Hours

Visiting hours should not be overly restrictive. The number of visitors an inmate may receive, and the length of visits, should be limited only to the institution's schedule, the available visiting space, and staffing limitations. Most institutions permit visiting on Saturdays, Sundays, and holidays. Because restrictions may be a hardship to some families and other visitors, more generous, flexible visiting hours are strongly encouraged. This means maximizing visiting opportunities and accommodating visitors who are unable to schedule their visits during the institution's regular visiting hours. Ordinarily the caseworker or some other staff member, not the visiting room officer, approves these exceptions.

Because family members are the most frequent visitors, the institution's policy should permit visits by children. This further strengthens family ties, which can be strained during confinement, and reduces any child care problems associated with visits. This practice can make visiting more frequent and convenient, and less expensive.

Processing Procedures

Visitors should be received in a waiting room or lobby area that has a hospitable, nonthreatening atmosphere. Their arrival should be recorded in the necessary records. Other processing typically includes checking identities, advising visitors of contraband



A sound visiting program is essential to the successful operation of any correctional institution.

regulations, searching them, and then notifying the inmate of their arrival. Provision must be made to store visitors' prohibited personal belongings.

Visitors who refuse to follow these procedures, who are under the influence of alcohol or some other substance, or who are not properly dressed may be refused access to the institution under applicable local procedures.

Body searches of inmates, and a search of all clothing worn into the visiting room, are conducted both before and after visits to ensure that no contraband has been passed during the visit. These searches should be conducted in a suitable private area. Most institutions limit the items that may come

and go into the visiting room, and others issue special visiting room clothing, or jumpsuits, to reduce the possibility of concealing contraband.

Private rooms are provided, whenever possible, for visits with attorneys. This permits the free exchange of confidential information and documents necessary in privileged communications between attorneys and their clients. These areas may also serve as secure visiting rooms for inmates who present serious escape risks or whose behavior may be disruptive, although in those cases, direct staff supervision is mandatory, whereas in attorney-client visiting no supervision is permitted that would allow overhearing any conversations.

Visiting Program Staff

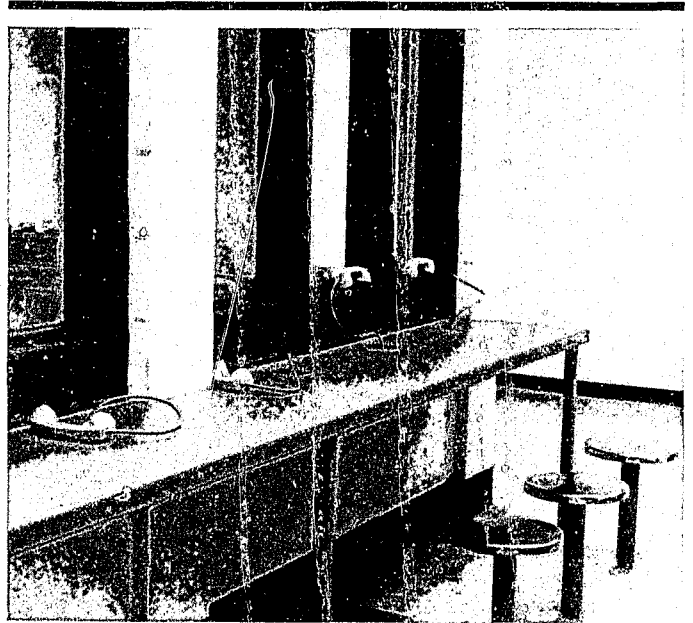
Visiting programs are usually supervised by two or three full-time members of the correctional staff, and should be carried out in the least intrusive manner possible. Although some surveillance can be provided by moving about the visiting room, there should also be a fixed staff post in the visiting room that affords good visibility of the entire area. Surveillance of the visiting room should not be carried out solely through the use of closed-circuit television or audio monitors, but they can greatly help in providing additional surveillance capability.

Special Arrangements

Some visits require special arrangements. For example, visitors for inmates in segregation units or the infirmary can be escorted to these areas where the visits can be held in appropriately supervised rooms or existing multiuse space. In the case of inmates in segregation, the administration may also choose to use the private visiting rooms in the main visiting area. Whatever arrangements are made, these inmates should be properly restrained while being moved, and in some cases, the restraints may have to be left on for the visit. Special search procedures may also be necessary for any visitors moving into the secure compound for a visit of this type.

Mail

While not a program in the strict sense, the importance of inmates' correspondence with relatives and friends becomes greatly magnified in a correctional setting. Frequent visiting by inmates' families is not always feasible because of such factors as cost and location. Thus, correspondence should be encouraged between inmates and their families, friends, and other associates. Moreover, correspondence between inmates and their attorneys and the courts must be assured. This usually requires



special handling, adding to the complexities of the mail operation.

The mail room is the area through which all incoming and outgoing mail passes. A major part of the mail room staff's work is opening, inspecting, and sorting incoming inmate mail. There are usually comprehensive rules and regulations governing incoming correspondence, based on the need to maintain security. The control of contraband entering the institution is a major concern. Unless incoming inmate mail is opened and inspected, staff lose control of contraband entering through the mail.

Incoming and outgoing legal mail and other privileged correspondence usually requires special handling. Such mail must be logged, and frequently must be opened in the mail room in the inmate's presence.

Catalog orders and packages delivered under approved programs also require special handling. This includes removing the contents from all packaging, searching the incoming material thoroughly, and giving only the contents to the inmate. The wrapping material is a prime location for contraband, and should be disposed of outside the institution. Unsearched packages should never be brought inside the compound, and for that reason the package area should not be deep inside the compound. Staff packages should receive special attention as well, with only the designated staff member permitted to pick up and search the package in the package area.

Inmates generally drop outgoing mail in a box in their housing unit, where it is collected daily and brought to the mail room. Outgoing inmate mail is not usually inspected as closely as incoming, but certain inmates or certain types of mail may receive special attention. In many institutions, the mail is no

longer censored, and is just spot-checked for codes or other obvious attempts to breach security.

To the degree possible, administrative mail should be kept separate from inmate mail. This can usually be arranged with the postal authorities. Staff members should be assigned individual locked mailboxes.

Inmates should be absolutely prohibited from working in the mail room.

Issues in Program Supervision

In addition to drug treatment groups, all program activities require supervision. Every institution will have its own layout and procedures, which will create unique supervision issues. However, a few tips are applicable to most situations:

- No program area is off-limits to staff supervision or searches.
- Officers assigned to supervise inmate spectators of such recreational activities should not become so engrossed in the game as to neglect their job of custodial supervision of all inmates.
- If outside visitors or players are present, care should be taken to prevent unnecessary contact between inmates and visitors.
- Officers should ensure that program activity is carried out only during the time specified.
- Staff should be careful not to give too much authority to inmate clerks or assistants in program areas.
- Except for open yard time and similar activities, most programs will have approved participant lists, which can be checked against callout sheets or other tally systems; correctional staff assigned to posts that control traffic into program areas need to be aware of those systems and ready to stop unauthorized inmates.
- Officers need to be aware of unusual traffic into or out of an area; large numbers of a minority group at unusual times, or the mass exit of many inmates, can signal a potential problem. These kinds of subtle signs should be reported to supervisors immediately.
- Program areas can be used as "stash" for contraband, escape paraphernalia, or weapons; searches of inmates moving in and out of program areas are important, as are regular searches of the area itself.
- Staff offices should be periodically searched, particularly when they are shared by inmate clerks.
- Some programs have mail and packages delivered to them from outside organizations; these items should go through the regular institution search process, and inmates should never be sent to pick up packages of this type. Similarly, any outgoing correspondence for a program should be carefully controlled by staff, and subjected to normal institution mail processing.



Locked-Unit Programs

Delivery of program services to locked units is an important issue. Staff working these units often do not understand that there are important management and legal reasons for offering medical, recreational, educational, and sometimes even vocational programs to inmates in locked status.

The operation of these programs is always a security concern. The movement of inmates to the program, or program materials to inmates' cells, is a time-consuming activity. Searches and application of restraints are necessary if an inmate is moved out of a cell, and the additional materials in inmate cells demand that more time be spent in cell searches. These are, however, necessary programs, and correctional officers should carry them out in accord with policy.

One absolute rule for all locked-unit programs is that inmates participating in them receive no extra privileges, nor are they relieved from the necessary

security precautions that apply to all inmates in the unit. Program participation is commendable, and in most systems there are ways for inmates to eventually be recognized for it. However, the risks of relaxing procedures in the high-security setting are far too great. Even if inmates were not personally inclined to take advantage of a staff member's relaxation of procedure, they would quickly come under pressure from other inmates to do so.

Special Issues in Camp Operations

Camp programs are often very similar to those operated inside secure facilities; the delivery of basic services to inmates differs very little. The trap that correctional staff can easily fall into in camp operations is to begin to believe that the inmates do not need the same kind of supervision that those inside the secure compound require.

In fact, in some respects, the lack of a wall or fence means that more personal supervision may actually be required. In the program area, it is just as important at a camp to supervise groups, search areas, and be alert for unhealthy interactions. Since it is so much easier to introduce drugs, alcohol, and

other contraband, the need for searches of all areas, including program departments, is greater.

Summary

The constructive use of an inmate's time should be an integral part of every correctional program. Participation in worthwhile programs can offer inmates a feeling of achievement, and aid them in acquiring skills that can help them live lawfully in the community.

Programs and security must not be viewed as separate systems, but as two important parts of the institutional structure. Correctional officers can assist inmates in their program activities by providing proper supervision, and by advising other staff when inmate conduct may require special attention.

APPLICABLE ACA STANDARDS

Academic and Vocational Education: 2-4422 to 2-4441

Inmate Work Programs: 2-4411 to 2-4421

Library, Recreation, and Inmate Activities: 2-4442 to 2-4461

Religious Services: 2-4462 to 2-4471

Social Services: 2-4472 to 2-4481

Parole and Release

The vast majority of inmates who serve time in correctional institutions are released early under some form of parole or other community supervision. In many states, a parole board or commission decides when to return inmates to the community. In some states, in addition to parole, inmates may be granted what is called a mandatory release; they are released automatically after serving their maximum sentence, minus credit for "good time." In both cases, inmates who are released early are subject to a period of supervision by a parole officer.

While under supervision in the community, the inmate must report regularly to the supervising parole officer, who in some cases may also serve as a probation officer for offenders who are under probation from the court. They must receive approval for their proposed residence, job, and other details of their personal life, and may be required to participate in special counseling or drug testing programs. If they do not follow these restrictions, or if they violate the law in any way, they can be sent back to prison.

Determinate Sentencing

There is a move in some U.S. states, and most recently in the federal system, to do away with parole and good-time credits, and move toward what is called a determinate sentencing procedure. This shift is a result of many complex political and criminal justice decisions, and is tending already to result in longer terms being served, making release an even longer term prospect for many inmates. For staffs working in systems with such a sentencing structure, some of this chapter will not apply, but much of it will be good background information on how other correctional systems operate.

The Role of Institutional Staff

Correctional staff in every part of the institution can help inmates prepare to return to society. They can try to direct inmates into activities that may help them in lawful functioning upon release, including education, training, and self-improvement programs. With the availability of these programs and a properly motivated inmate, preparation for release can begin the day an inmate enters the institution.

Normally, when inmates are committed, institutional staff work with them to identify problem areas in their background, and to encourage them to enter programs that may help them deal with those problems. Probation officers' pre-sentence reports provide the background of case information from which the institution unit teams or classification staff can begin to work to develop this program with the inmate. The unit team or classification staff evaluate other records from custodial, treatment, educational, and industrial areas.

Institutional staff prepare reports about the inmates' program participation that are given to the paroling authority as part of the parole decision process. Program participation is one of the factors usually considered by the paroling authority in its decision. Inmates who are going to be released mandatorily do not ordinarily have these kinds of reports reviewed by any releasing authority.

Pre-release Programs

Pre-release programs take different forms in different states. Most programs are designed to educate inmates about the social and economic



realities of life outside the institution, and the agencies and services that can help them adjust. As part of these programs, lectures and discussions address the concerns of soon-to-be-released inmates, counselors focus on their particular needs, and parole officers may visit them.

Ideally, inmates in pre-release programs gradually receive less supervision as their level of responsibility increases. However, graduated release must at all times be consistent with public safety and the security level assigned to the inmate. When appropriate, inmates may be released under carefully controlled programs to work, study, and visit their family and community. In many institutions, inmates who are considered minimum-security risks and who are within several months of release are carefully selected to participate in community-based programs, which ease their transition from prison to the community. In some systems, low-risk offenders may be allowed short-term releases through brief furloughs to seek employment commitments or prospective residences. To provide these offenders with a more normal and relaxed living situation shortly before their release, other administrators permit inmates nearing release to live in separate quarters within the institution.

In these programs, inmate progress is evaluated according to behavior, rather than to the provisions of

With the availability of programs and a properly motivated inmate, preparation for release can begin the day an inmate enters the institution.

their sentences. Officers, though, should be cautious about being overly flexible about rule enforcement when the inmate soon will be released into the community. Disciplinary regulations still apply to all inmates at all times, until their sentences are completed.

Although this is not a complete list, correctional systems using temporary release programs include many of the following features:

- Written procedures, including careful screening and selection procedures that ensure public safety
- Written rules of conduct and sanctions
- A system of supervision to minimize inmate abuse of program privileges
- A complete record-keeping system
- A system for evaluating program effectiveness
- Efforts to obtain community cooperation and support

The Institutional Parole Officer

Some institutions have institutional parole officers (often classification staff members), who act as liaisons between the classification committee or unit team, the parole authority, and supervising field staff. Other correctional systems have caseworkers who serve this purpose.

Institutional parole officers interpret parole policies for the staff and inmates, help develop pre-parole training programs, and counsel inmates during their incarceration. Soon after inmates are received in the institution, the parole officer may request additional information from field parole staff, if the probation pre-sentence reports are incomplete. This may result in a field officer visiting an inmate's family or former employer. This effort also can ensure that these important contacts are maintained, and help prepare the inmate's family and community for his or her eventual release.

Most parole authorities require that releasing inmates have, at a minimum, a job and a place to live when they are paroled. For that reason, when an inmate is eligible for parole review, the parole officer

or caseworker helps develop a parole plan for consideration by the parole authority. This often will involve sending the proposed parole plan to the field parole staff for investigation and approval. The caseworker or parole officer often attends parole hearings, and may later explain in some instances why an inmate was denied release. After parole is granted, the officer helps explain the parole conditions to the parolee.

The Field Parole Officer

The purpose of field parole officers is to guide and assist the parolee and others concerned with that individual's adjustment.

Shortly after inmates arrive at the institution—long before they are eligible for parole—field officers may be asked to investigate them to supplement the records received by the institution from the probation department and the court. In addition, they might contact the inmate's family to discuss immediate and long-range problems resulting from the commitment, referring them to agencies where they can obtain assistance. This officer can, therefore, help lay the foundation with family, friends, and former



Most pre-release programs are designed to educate inmates about the social and economic realities of life outside the institution, and the agencies and services that can help them adjust.

employers for the inmate's future return to and acceptance in the community.

In some agencies, field officers visit the institution periodically to interview potential parolees and to help them maintain important familial and community contacts. After release is granted, officers investigate the living and employment plan forwarded by the institutional parole officer, and either recommend or disapprove it, submitting their decision and a more suitable plan to the board.

These officers are often members of a field service agency actually within the corrections department, and use formal procedures for supervising inmates. Parole officers monitor parolees at home and in the community through surveillance, counsel them on personal matters, and solicit other community services for them by helping them find other treatment services. These procedures may require staff to assign parolees a level of supervision based on their risk to the community and their need for services and assistance. While on parole, offenders are often

limited or controlled for a trial period to determine whether they are willing and able to live within the laws of the free community.

Ideally, the officer is aware at all times of the parolee's whereabouts, activities, and conduct. Parolees often consult their parole officer about problems involving their job, family, residence, health, expenses, or pressures posed by former crime partners. Individuals whose behavior becomes threatening to society or to themselves are immediately returned to custody. In many (though not all) states, parole officers may arrest or cause the arrest of a parolee when there is reason to believe that the parole conditions have been violated.

Parole officers must submit a full report of any alleged infractions to the parole authority, which reviews it and determines whether the individual must return to the institution for a hearing that could result in parole revocation. If a parolee has absconded and cannot be taken into custody, the officer will request that the parole status be suspended immediately and a warrant be issued for the parolee's arrest. If parole is subsequently revoked, the time after the suspension order does not count toward the completion of the parole period or the maximum sentence.

When an officer believes an individual no longer requires supervision and the parole administrative staff concurs, the officer may submit a

recommendation for discharge to the paroling authority. The authority is generally authorized by statute to release parolees before their maximum sentence dates, or to at least reduce the reporting requirements for the rest of the sentence.

Summary

Correctional officers as well as other employees play a major role in preparing inmates for release, whether it is on parole or not. This is best accomplished by helping inmates develop positive attitudes and behaviors necessary for a law-abiding life within the free community.

During the 1970s through the 1980s, the concept of parole was seriously questioned. Some states severely restricted, or even eliminated, discretionary parole release. However, parole is a strong component of correctional systems in many jurisdictions, and even where abolished, it will still be a factor in the community supervision of many inmates sentenced before the parole laws were changed.

APPLICABLE ACA STANDARDS

Release Preparation and Temporary Release:
2-4482 to 2-4486

Public Relations and Citizen Involvement

Maintaining the public's full confidence and respect is critical to corrections receiving necessary financial and other resources. Prisons, reformatories, and other institutions are performing public service functions with public funds, and citizens have a right to know how they are operated and how their tax monies are spent. The level of public support for corrections can decrease rapidly, or even vanish, when headlines result from mismanagement, disturbances, or general inmate discontent. Open relations with the community and the media can greatly aid in achieving public understanding and support.

By the same token, prison riots in the last several decades have also clearly reflected that inmates were convinced the public knew little or nothing of their plight—real or imagined. As a result, inmates believed that drastic action was needed to alert the public to their demands. A policy of openness about public information about the institution can help prevent such potentially disruptive situations.

The Value of Public Education

Good institutional public relations is really just public education. If the average citizen had an accurate picture of what corrections is about, what prison staff do, what kind of inmates they deal with, and what resources are actually available, there would be far fewer public concerns about prison operations, and probably more resources devoted to them. The image that most citizens have about prisons is shaped to a large degree by James Cagney and Clint Eastwood movies and the sensationalistic stories carried in the press and the electronic media when there is a riot or escape.

Other factors that affect how the public views

prisons are within correctional staff control. For example, telephone contacts and correspondence with the public affect how the institution is regarded; discourteous treatment in the course of a telephone call or the lack of a response to a letter of inquiry can reinforce an already negative image. A taxpayer who is disgruntled because of inconsiderate treatment at the hands of an institutional employee can cause untold damage to the institution's reputation and the professional status of its employees.

To a certain degree, public images about corrections are also shaped by what local citizens see in the lives and behavior of institutional staff. Careless speech, negative comments about inmates, improper use of the uniform, impolite and discourteous personal relationships—all of these day-to-day elements can contribute to poor public relations. They certainly can damage or destroy in a moment the hard work of many others who are trying to upgrade the public's view of corrections.

The Media

Mass media sources are the most common avenues for information, and yet correctional agencies traditionally have been reluctant to allow the press into institutions, or to allow inmates to have media contacts. However, a series of court cases in the last several decades have reinforced the principle that inmates' First Amendment rights include some form of access to the media. As a result, with the public's increased interest in correctional institutions, it is no surprise that inmates have made more demands to communicate directly to the public, or that the press has sought to report more fully on the activities and conditions of prison life.

Most agencies have a well-developed policy that



regulates how and when an inmate can write to the media, receive an in-person media interview, or make telephone calls to media representatives. All employees should familiarize themselves with these regulations to ensure that they do not violate a policy that is based on an important constitutional right.

Allowing the media to have access to correctional institutions should be more than just complying with court decisions—it can be a positive management tool. By permitting media representatives to come in prisons, see the programs and services that are offered, and watch staff do their jobs, correctional administrators can easily neutralize many of inmates' usually groundless claims about brutality and subhuman living conditions. When local reporters are familiar with the prison "beat," and know what actual living conditions are in the institution, they are far less likely to sensationalize the raw allegations of a discontented inmate, attorney, or outside support group. While a far more difficult task, to the degree that the national media can be convinced of the integrity and humanity of prison operations, fewer negative stories will appear at that level.

The Role of the Correctional Officer

In most cases, the line correctional officer will not have direct contact with the media, and will be guided

Maintaining the public's full confidence and respect is critical to corrections receiving necessary financial and other resources.

by policies of the institution on what to do if contacted by the media. However, there are some important areas to remember.

Public Information Functions

In most states and in the federal prison system, policy and statutes limit who may release information about inmates and institutional operations. These restrictions are often tied to legal limits on information disclosure about individual inmates. As a result, almost all institutions and agencies have a designated public information office, or a public information officer who is the only person authorized to release information about the organization. Line staff should be aware of the limits their particular agency places on employees in this regard, so that if they are approached with a request for information about the



institution by a reporter or a member of the public, they are familiar with what they may and may not say. When in doubt about the appropriate response, it is best to say nothing, and to either refer the person to the public information officer or seek advice from a supervisor.

Media Tours

Media tours can be an excellent way for getting out information about the institution and its programs. There is no question that most reporters, editors, and others in the media are under-informed about corrections. When they receive letters from inmates claiming severe abuses or inhumane living conditions, they have no frame of reference. Tours and regular open house sessions for public leaders help neutralize this factor. Officers who assist in institutional tours can be helpful by responding to questions about institutional routines, but they should refer questions about agency policies or individual inmates to a supervisor or public information officer.

Ethics and Relationships with Ex-Inmates and Inmate Families

The entire subject of ethics is an important one, and it is covered in some detail in the ACA Code of Ethics (see the inside back cover of this guide). But in addition to the topics covered in the Code, there are

If the average citizen had an accurate picture of what corrections is about, what prison staff do, what kind of inmates they deal with, and what resources are actually available, there would be far fewer public concerns about prison operations, and probably more resources devoted to them.

several points that require additional explanation regarding the specific relationship between inmates and staff.

Most institutions have a clear policy against any kind of business dealings between staff and inmates. This is to prevent staff becoming in any way obligated to inmates, and thereby being subject to extortion or pressure to bring in contraband, aid in an escape, or engage in some other improper or illegal activity.

Speaking bluntly, staff need to approach their relationships with inmates with a very healthy dose of skepticism, tempered by extreme caution. While it is perfectly appropriate for employees to give advice to inmates in professional areas in which they are qualified, there are no occasions where staff should approach inmates for advice of any kind, or share with them their personal affairs. Those situations not only can be the start of an obligatory relationship, but can provide the inmate with personal information about employees that can later be used against them and the institution.

The classic example is that of an inmate learning from an officer about financial difficulties, and the inmate offering first financial advice and then direct assistance, if only the officer will do a simple favor. The same strategy can be employed if an inmate learns about an employee's marital problems and attempts to exploit the employee's emotional turmoil.

There are many variations on this theme, but in the final analysis, staff members who get too "close" to inmates are at great risk of compromising not only themselves, but institutional security.

Family and community relationships can be just as complicated. In many small towns, the families of inmates, and ex-inmates themselves, may live, work, and at times be involved in civic and social functions with institutional staff. These relationships, while not

always bad, have a great potential for problems.

In general, most agencies will have a policy that guides staff on the limits on these kinds of contacts. However, as a rule, business and other financial relationships with even an ex-inmate would be considered a particularly serious concern, as would any personal contact of any kind with the spouse or family of a current inmate.

This is a sensitive area in which there is not total agreement, primarily because of the increasing use of community correctional programs that keep offenders in or near their home communities. However, the rule of thumb for all of these situations is to follow agency policies and talk to supervisory staff; when in doubt about a particular situation, it is probably best not to be involved.

Drug-Free Staff

In a time when American society is highly concerned with drug abuse, correctional institutions should be as drug-free as modern security can make them. But in addition to the inmates, staff also must be drug-free.

There was a time when such a statement would have been unnecessary—when drug use was not a part of middle America or the portion of the work force that corrections draws on for its staff. Unfortunately, this is no longer the case, as many Americans in all walks of life have experimented with drugs of some type at some point in their life.

There are several reasons for prison staff members to be drug-free. First, in most cases, drug use is illegal, and correctional staff are sworn to uphold the law. Second, in the correctional setting it is critical that all staff members be fully alert and unimpaired in their ability to act; the lives of inmates and fellow staff members literally depend on it. Third, in institutions where there are armed posts, a drug-impaired person is a risk to not only other staff, but to the public and inmates. Next, if inmates detect a person who is drug-dependent (and they very easily can), they will attempt to blackmail that person for personal gain, and ultimately compromise the institution's security. In most cases, they eventually also turn in the "dirty" staff members when they are done "using" them, often to gain some small additional benefit when they finally expose the staff members' cooperation. Finally, the damage to the institution's public image, and to that of corrections as well, is very great when a drug-abusing staff member is finally found out, and fired and/or prosecuted.

Personal Conduct and Appearance

The matter of staff members' personal conduct and appearance ties in with the drug issue. If prison employees are involved in disruptive behavior in the community, if they are alcohol abusers, dress disreputably, or otherwise are not good citizens, those



impressions will inevitably rub off on the institution. People will say, "Well, if that's the kind of person they have working out there, all those stories I've heard must be true." Every employee is a walking ambassador for corrections, a representative of the institution itself, the agency, and corrections as a profession.

Community involvement on the part of employees is another part of this picture. If employees are contributing to their community in a positive way—managing ball teams or being active in civic organizations or church affairs, for instance—they will reinforce the thought that the institution and its staff are good members of the community, and that corrections is positive.

Citizen Involvement in Prison Activities

Good institutional programming often involves structured inmate contacts with desirable people from outside the prison. Some jurisdictions have a citizen advisory or community relations board for each institution. These groups can provide information on, and referrals to, community programs that can benefit inmates, such as work and study release, recreation

activities, and theater groups. Citizen involvement and volunteer programs can generate a wide variety of services for inmates, both during their confinement and after their release. These activities may include sports programs, volunteer tutor sessions, and religious counseling.

Security precautions are necessary while permitting these contacts; depending on the institution, staff escorts or supervision may be required. Most locations have a screening and orientation process for those involved, and provide necessary staff escorts or supervision, depending on the activity or area of the institution involved. The institution can contribute to the development of positive community relationships by providing adequate facilities and streamlined procedures for these joint inside-outside activities.

Inmates should be aware of volunteer services and the nature of those services. Attempts should be made to see that inmates understand volunteers' role and the limits of their authority.

Community and Public Service Activities

Institutions and suitably classified, low-risk inmates have carried out many community and public service programs. These programs not only help the community, but also give inmates a greater sense of self-worth and membership in the outside world. Examples include inmates running marathon races inside institutions to raise money for local charities through community sponsors, Jaycee organizations in prisons assisting outside Jaycee groups in civic activities, institutions providing fire-fighting crews for local fire emergencies, and even direct inmate manpower for civic improvement projects such as improving park and recreation facilities.

Inmates at forestry camps frequently are used for fire fighting and for searching for children or adults lost in the woods. Inmate pharmacists from these camps sometimes give first aid to local residents when regular medical services are not available. Inmates

have been released to help communities in flood and hurricane emergencies.

Inmates from many institutions donate toys they have repaired to needy children at Christmas time. They frequently donate products of their craft work, such as ashtrays, lamps, bookends, and custom-made jewelry, to members of the clergy for distribution to various church groups. The inmate stamp club at one correctional institution donated approximately 300 stamp albums with United States cancellations and 300 packets of assorted cancellations to orphanages that sponsor stamp clubs.

Inmates of many institutions have adopted children through organizations devoted to finding suitable homes and sponsors for underprivileged children around the world. The adopting individual or group contributes as little as \$15 a month, out of which the child receives an outright grant. The remainder is used for food and clothing packages, translation of letters, medical services, and education.

Inmates in several state facilities organize magnetic tape-recording programs. Hundreds of books at every level of interest—philosophy, religion, literature, history, mathematics, and science—are taped when requested. In most cases, the sponsor organization is responsible for supplying the equipment to the correctional institution, and in many

To a certain degree, public images about corrections are shaped by what local citizens see in the lives and behavior of institutional staff.



cases receives assistance from such interested groups as service clubs and business or charitable organizations.

Summary

Good public information activity and productive citizen involvement are major factors in the support

that a correctional institution receives. Correctional officers have the opportunity to play a role in this function by presenting a professional image of both their work and the correctional institution, as well as understanding and facilitating the formal programs that work toward that goal.

APPLICABLE ACA STANDARDS

Citizen Involvement and Volunteers: 2-4487 to 2-4495

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Code of Ethics

The American Correctional Association expects of its members unfailing honesty, respect for the dignity and individuality of human beings, and a commitment to professional and compassionate service. To this end we subscribe to the following principles.

Relationships with clients/colleagues/other professions/ the public—

- Members will respect and protect the civil and legal rights of all clients.
- Members will serve each case with appropriate concern for the client's welfare and with no purpose of personal gain.
- Relationships with colleagues will be of such character to promote mutual respect within the profession and improvement of its quality of service.
- Statements critical of colleagues or their agencies will be made only as these are verifiable and constructive in purpose.
- Members will respect the importance of all elements of the criminal justice system and cultivate a professional cooperation with each segment.
- Subject to the client's rights of privacy, members will respect the public's right to know, and will share information with the public with openness and candor.
- Members will respect and protect the right of the public to be safeguarded from criminal activity.

Professional conduct/practices—

- No member will use his or her official position to secure special privileges or advantages.
- No member, while acting in an official capacity, will allow personal interest to impair objectivity in the performance of duty.

- No member will use his or her official position to promote any partisan political purposes.
- No member will accept any gift or favor of such nature to imply an obligation that is inconsistent with the free and objective exercise of professional responsibilities.
- In any public statement, members will clearly distinguish between those that are personal views and those that are statements and positions on behalf of an agency.
- Members will be diligent in their responsibility to record and make available for review any and all case information that could contribute to sound decisions affecting a client or the public safety.
- Each member will report, without reservation, any corrupt or unethical behavior which could affect either a client or the integrity of the organization.
- Members will not discriminate against any client, employee, or prospective employee on the basis of race, sex, creed, or national origin.
- Members will maintain the integrity of private information; they will neither seek personal data beyond that needed to perform their responsibilities, nor reveal case information to anyone not having proper professional use for such.
- Any member who is responsible for agency personnel actions will make all appointments, promotions, or dismissals only on the basis of merit and not in furtherance of partisan political interests.

(Adopted August 1975 at the 105th Congress of Correction)

Selected ACA Publications

Constitutional Rights of Prisoners
Correctional Career Logbook
Correctional Officers: Correctional Issues
Correctional Officers: Power, Pressure and Responsibility
Corrections in America, 5th edition
Corrections Today
Correspondence Courses
Corrections in America: An Introduction
Counseling the Involuntary and Resistant Client
Curbing the Abuses of Inmate Litigation
Current International Trends in Corrections
Elements of Short-term Group Counseling revision
From Cell to Society
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