







Understanding the potential of reevaluating functional organizational values

- A. Does the current practice effectively follow the organizational mission statement?
- B. How much does the facility rely on "brute force", and is that currently effective?

Understanding the potential of reevaluating functional organizational values

- A. Does the current practice effectively follow the organizational mission statement?
- B. How much does the facility rely on "brute force", and is that currently effective?
 - 1. Brute force breeds reliance on potentially dangerous officers (Konda, 2013).

Understanding the potential of reevaluating functional organizational values

- A. Does the current practice effectively follow the organizational mission statement?
- B. How much does the facility rely on "brute force", and is that currently effective?
 - 1. Brute force breeds reliance on potentially dangerous officers (Konda, 2013).
 - 2. Relying on a force response allows chaos and trauma to continue.

Understanding the potential of reevaluating functional organizational values

- A. Does the current practice effectively follow the organizational mission statement?
- B. How much does the facility rely on "brute force", and is that currently effective?
 - 1. Brute force breeds reliance on potentially dangerous officers (Konda, 2013).
 - 2. Relying on a force response allows chaos and trauma to continue.
- C. How much does the organization rely on the integrity of the physical facility?

Understanding the potential of reevaluating functional organizational values

- A. Does the current practice effectively follow the organizational mission statement?
- B. How much does the facility rely on "brute force", and is that currently effective?
 - 1. Brute force breeds reliance on potentially dangerous officers (Konda, 2013).
 - 2. Relying on a force response allows chaos and trauma to continue.
- C. How much does the organization rely on the integrity of the physical facility?
 - 1. Facility failures create necessity for disproportionate force response.

Understanding the potential of reevaluating functional organizational values

- A. Does the current practice effectively follow the organizational mission statement?
- B. How much does the facility rely on "brute force", and is that currently effective?
 - 1. Brute force breeds reliance on potentially dangerous officers (Konda, 2013).
 - 2. Relying on a force response allows chaos and trauma to continue.
- C. How much does the organization rely on the integrity of the physical facility?
 - 1. Facility failures create necessity for disproportionate force response.
- D. How much value does the organization place in building staff knowledge?

Understanding the potential of reevaluating functional organizational values

- A. Does the current practice effectively follow the organizational mission statement?
- B. How much does the facility rely on "brute force", and is that currently effective?
 - 1. Brute force breeds reliance on potentially dangerous officers (Konda, 2013).
 - 2. Relying on a force response allows chaos and trauma to continue.
- C. How much does the organization rely on the integrity of the physical facility?
 - 1. Facility failures create necessity for disproportionate force response.
- D. How much value does the organization place in building staff knowledge?
 - 1. Develop expectations for standardized training (Hall, 2018).

Understanding the potential of reevaluating functional organizational values

- E. How well are the leadership's expectations defined and communicated to front line staff?

Understanding the potential of reevaluating functional organizational values

- E. How well are the leadership's expectations defined and communicated to front line staff?
 - 1. Expectations need to be specific to practices; more than just a mission statement.

Understanding the potential of reevaluating functional organizational values

- E. How well are the leadership's expectations defined and communicated to front line staff?
 - 1. Expectations need to be specific to practices; more than just a mission statement.
 - 2. Expectations should be communicated directly when possible and reiterated regularly.

Understanding the potential of reevaluating functional organizational values

- E. How well are the leadership's expectations defined and communicated to front line staff?
 - 1. Expectations need to be specific to practices; more than just a mission statement.
 - 2. Expectations should be communicated directly when possible and reiterated regularly.
- F. Does the facility value incident prevention more than an aggressive incident response?

Understanding the potential of reevaluating functional organizational values

- E. How well are the leadership's expectations defined and communicated to front line staff?
 - 1. Expectations need to be specific to practices; more than just a mission statement.
 - 2. Expectations should be communicated directly when possible and reiterated regularly.
- F. Does the facility value incident prevention more than an aggressive incident response?
 - 1. Recognize and support prevention efforts.

Understanding the potential of reevaluating functional organizational values

- E. How well are the leadership's expectations defined and communicated to front line staff?
 - 1. Expectations need to be specific to practices; more than just a mission statement.
 - 2. Expectations should be communicated directly when possible and reiterated regularly.
- F. Does the facility value incident prevention more than an aggressive incident response?
 - 1. Recognize and support prevention efforts.
 - 2. Develop an environment of "helpers".

Understanding the potential of reevaluating functional organizational values

- E. How well are the leadership's expectations defined and communicated to front line staff?
 - 1. Expectations need to be specific to practices; more than just a mission statement.
 - 2. Expectations should be communicated directly when possible and reiterated regularly.
- F. Does the facility value incident prevention more than an aggressive incident response?
 - 1. Recognize and support prevention efforts.
 - 2. Develop an environment of "helpers".
 - 3. Review more than just the immediate incident, including precipitating factors.

Identifying and capitalizing on atypical resources to increase effectiveness

- A. Valuing and highlighting staff diversity.

Identifying and capitalizing on atypical resources to increase effectiveness

- A. Valuing and highlighting staff diversity.
 - 1. Develop buy-in from marginalized communities.

Identifying and capitalizing on atypical resources to increase effectiveness

- A. Valuing and highlighting staff diversity.
 - 1. Develop buy-in from marginalized communities.
 - 2. Decrease rigid adherence to traditional stereotypes of successful leaders.

Identifying and capitalizing on atypical resources to increase effectiveness

- A. Valuing and highlighting staff diversity.
 - 1. Develop buy-in from marginalized communities.
 - 2. Decrease rigid adherence to traditional stereotypes of successful leaders.
- B. Collecting and using available data to inform decisions.

Identifying and capitalizing on atypical resources to increase effectiveness

- A. Valuing and highlighting staff diversity.
 - 1. Develop buy-in from marginalized communities.
 - 2. Decrease rigid adherence to traditional stereotypes of successful leaders.
- B. Collecting and using available data to inform decisions.
 - 1. Recognize the value of an Objective Jail Classification as a safety tool. (Austin, 1998)

Identifying and capitalizing on atypical resources to increase effectiveness

- A. Valuing and highlighting staff diversity.
 - 1. Develop buy-in from marginalized communities.
 - 2. Decrease rigid adherence to traditional stereotypes of successful leaders.
- B. Collecting and using available data to inform decisions.
 - 1. Recognize the value of an Objective Jail Classification as a safety tool. (Austin, 1998)
- C. Find the best fit for respected and experienced staff.

Identifying and capitalizing on atypical resources to increase effectiveness

- A. Valuing and highlighting staff diversity.
 - 1. Develop buy-in from marginalized communities.
 - 2. Decrease rigid adherence to traditional stereotypes of successful leaders.
- B. Collecting and using available data to inform decisions.
 - 1. Recognize the value of an Objective Jail Classification as a safety tool. (Austin, 1998)
- C. Find the best fit for respected and experienced staff.
 - 1. Leverage prior staff experiences with targeted tasks and positions.

Identifying and capitalizing on atypical resources to increase effectiveness

- A. Valuing and highlighting staff diversity.
 - 1. Develop buy-in from marginalized communities.
 - 2. Decrease rigid adherence to traditional stereotypes of successful leaders.
- B. Collecting and using available data to inform decisions.
 - 1. Recognize the value of an Objective Jail Classification as a safety tool. (Austin, 1998)
- C. Find the best fit for respected and experienced staff.
 - 1. Leverage prior staff experiences with targeted tasks and positions.
 - 2. Foster growth through effective use of staff character and personalities.

Commitment to maintaining integrity in processes

- A. Allow data to influence decisions

Commitment to maintaining integrity in processes

- A. Allow data to influence decisions
 - 1. Data driven pay increases

Commitment to maintaining integrity in processes

- A. Allow data to influence decisions
 - 1. Data driven pay increases
 - 2. Rely on data to support, sell, and reinforce decisions

Commitment to maintaining integrity in processes

- A. Allow data to influence decisions
 - 1. Data driven pay increases
 - 2. Rely on data to support, sell, and reinforce decisions
- B. Improved oversight and accountability for inmate disciplinary process

Commitment to maintaining integrity in processes

- A. Allow data to influence decisions
 - 1. Data driven pay increases
 - 2. Rely on data to support, sell, and reinforce decisions
- B. Improved oversight and accountability for inmate disciplinary process
 - 1. Actively monitor to ensure inmates aren't defeated by bureaucracy

Commitment to maintaining integrity in processes

- A. Allow data to influence decisions
 - 1. Data driven pay increases
 - 2. Rely on data to support, sell, and reinforce decisions
- B. Improved oversight and accountability for inmate disciplinary process
 - 1. Actively monitor to ensure inmates aren't defeated by bureaucracy
- C. Consistent execution of staff disciplinary actions and processes

Commitment to maintaining integrity in processes

- A. Allow data to influence decisions
 - 1. Data driven pay increases
 - 2. Rely on data to support, sell, and reinforce decisions
- B. Improved oversight and accountability for inmate disciplinary process
 - 1. Actively monitor to ensure inmates aren't defeated by bureaucracy
- C. Consistent execution of staff disciplinary actions and processes
 - 1. Support peer accountability by demonstrating that reports will be acted upon.

Commitment to maintaining integrity in processes

- A. Allow data to influence decisions
 - 1. Data driven pay increases
 - 2. Rely on data to support, sell, and reinforce decisions
- B. Improved oversight and accountability for inmate disciplinary process
 - 1. Actively monitor to ensure inmates aren't defeated by bureaucracy
- C. Consistent execution of staff disciplinary actions and processes
 - 1. Support peer accountability by demonstrating that reports will be acted upon.
 - 2. Maintain buy-in from supervisory staff by reevaluating sanctions.

Commitment to maintaining integrity in processes

- A. Allow data to influence decisions
 - 1. Data driven pay increases
 - 2. Rely on data to support, sell, and reinforce decisions
- B. Improved oversight and accountability for inmate disciplinary process
 - 1. Actively monitor to ensure inmates aren't defeated by bureaucracy
- C. Consistent execution of staff disciplinary actions and processes
 - 1. Support peer accountability by demonstrating that reports will be acted upon.
 - 2. Maintain buy-in from supervisory staff by reevaluating sanctions.

Commitment to maintaining integrity in processes

- D. Consistent enforcement of the Code of Conduct

Commitment to maintaining integrity in processes

- D. Consistent enforcement of the Code of Conduct
 - 1. Staff turnover may hurt quantity but improve quality.

Commitment to maintaining integrity in processes

- D. Consistent enforcement of the Code of Conduct
 - 1. Staff turnover may hurt quantity but improve quality.
 - 2. Reevaluation of Code of Conduct allows changes to be implemented formally, instead of informal change accomplished through exceptions and omissions.

Commitment to maintaining integrity in processes

- D. Consistent enforcement of the Code of Conduct
 - 1. Staff turnover may hurt quantity but improve quality.
 - 2. Reevaluation of Code of Conduct allows changes to be implemented formally, instead of informal change accomplished through exceptions and omissions.
 - 3. Foster an environment of self-policing.

- References
- Konda, S., Tiesman, H., Reichard, A., & Hartley, D. (2013). U.S. Correctional Officers Killed or Injured on the Job. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4699466/>
- Hall. (2018, July 13). Corrections Learning and Performance: A Vision for the 21st Century. Retrieved from <https://nicic.gov/corrections-learning-and-performance-vision-21st-century>
- Austin, J. (1998). Objective Jail Classification Systems: A Guide for Jail Administrators. Retrieved from <https://nicic.gov/objective-jail-classification-systems-guide-jail-administrators>
