



# The Correctional Trainer

## Fall 2016

FOR THE INTERNATIONAL ASSOCIATION OF CORRECTIONAL  
TRAINING PERSONNEL

Joe Bouchard | Editor | September 1, 2016

## In this issue

President's Address	2
A note from the Editor	3
The Leader in You	5
The Contraband Nerd	10
The Twenty Minute Trainer	14
Corrections Directions	17
Icebreaker 101	21
Icebreaker 101 (second helping)	24

The articles featured in *The Correctional Trainer* reflect the opinions of each author and do not necessarily reflect those of the IACTP or the organization for which they are employed. Those agencies are not responsible for content or accuracy.

## President's address

One more time. This is my last chance to welcome you to our journal as president of this wonderful Association. It has been an amazing 4 years serving as president-elect and then president. I believe the Association has made great strides toward a fantastic future. We clarified the by-laws to make them more user-friendly. As I mentioned in the last journal, we have a new website which is also more user-friendly and looks modern and slick. The Association is actually presenting webinars – something that has been discussed for years but never came to fruition.

How were we able to do these things? We have an energetic group of people involved who are both visionary and action oriented. I tried to implement one of my tenets of leadership. Surround yourself with great people, provide a little guidance, give them the tools they need, and get the heck out their way. It seems to have worked! I encourage you to reach out to the board of directors and offer your talents to help us keep moving forward.

My thanks to all who have contributed to the success of the Association. I wish all the best of luck in your continued efforts. I look forward to assisting as I can from behind the curtain.

I hope to see you in St. Louis.

Stay safe.



Pete Norris

## A note from the Editor:

### The Anti-policy Rhino

Policy is the true roadmap to corrections operations. It is the written manner by which we do everything from health care call outs to offender meal preparation. Without policies and operating procedures, we wallow in the mire of ambiguity and uneven treatment.

Staff routinely encounter at least one offender who refuses to acknowledge that policy applies universally. In other words, some prisoners steadfastly disobey the rules as a sort of self-proclaimed right. How many times have you heard, "That does not apply to me!"

Sometimes, we find ourselves explaining the same part of policy over and over again to a certain inmate. For example, there may be a part of your property policy that you know verbatim because an offender continually questions it. This sort of "groundhog's day scenario" is common – the same thing happens almost as a carbon copy of the last time it occurred.

As is my wont, during rote tasks I often think of strange and sometimes instructive concepts. While searching many large stacks of law books for damage and contraband, the anti-policy rhinoceros came to mind. As I flipped through the books, I thought of a large, lazy rhino lying immovably on my deck. It was a pachydermian manifestation of passive aggression.

"Hey!" I shouted, "You do not belong here. This is not logical. Leave this deck NOW."

"Oh?" said the rhino with a bored drawl, "I am here and you have to deal with it." He shifted slightly to get more comfortable and did not even attempt to hide a large,

authentic yawn. There was nothing in his body language that indicated that he would comply with my order.

His words echoed in my mind. I am here. You will have to deal with me. Despite the overwhelming logic of the written policy of no wild animals on my deck, the perpetrator obstinately insisted that he was correct. I took some time and explained to the rhino that he is not permitted to be here. Then it dawned on me that it was up to me to enforce this policy, despite the rhino's firm contention

Of course, my strange rhino scenario could end in a number of ways. One way is that the rhino complied without question – persuaded by the logic of my statements or moved by the dissuasive nature of possible sanctions. Another conclusion is that I used polices and other tools at my disposal to enforce the rule.

Now, let's return back to corrections reality. Experience teaches us that there are many levels of non-compliance. It is inevitable that we will face passive aggression, flat refusal, and feigned indecision. In the end we have a variety of ways at our disposal to enforce policies.

In the well-organized agency, there is an operating procedure for just about everything. Without policy to guide us, uniformity is completely vanquished, liability rises, and potential violence simmers.

There will always be instances of anti-policy offenders. And even if there are some that are the embodiment of obstinacy, polices are enforced to keep offenders, staff and the public safe.



*~ Joe Bouchard*

## *THE LEADER IN YOU*



Susan Jones, PhD



IACTP – The leader in you..

Facts not in evidence...

Are any of you fans of the TV series Law and Order? I must confess that I haven't missed a single episode, including the three spin offs of the series. For a corrections person to watch "cop" shows is rather cliché and something that we often don't admit, but I was hooked. I liked the drama and, of course, I loved the fact that they could wrap up anything in under an hour. Boy, I wish I had that skill... but I digress.

I learned a lot from Law and Order but one of the most useful things I learned was this concept of building on "facts not in evidence." In legal terms this means that a foundation was not established for a specific piece of evidence, conclusion, or testimony.

In corrections management it often is the way we function. On more than one occasion I have been in a meeting where no one wants to admit they don't know the specific

detailed workings of a particular process and then a discussion and decisions are made on this void of knowledge.

I remember one particular warden's meeting where the process of distributing the inmate mail was being discussed. I know for a fact that most, if not all, of the wardens were not prepared to discuss this surprise agenda item. Not one person in the room had come to the meeting armed with specific knowledge and no one in the room had actually worked in a mail room recently. However, that didn't stop us from crafting an agreement about how we would proceed into a new process. I took this opportunity to expose my lack of knowledge and challenged the other wardens when I said: "I think that we are all building upon facts that are not in evidence.

My statement stopped the conversation in its tracks, mostly because of the legal phrase I was using. I then went on to explain that I thought we needed more information before we committed to changing the process. I would like to say that others agreed that they really didn't know how the mail was processed at their facility and we tabled the discussion until we could find out more information. That is, of course, not what happened. I was singled out as the only warden who wasn't aware of this critical facility process and I was chastised.

We all returned to our facilities to tell our mail room staff how this particular process was to be handled from this point forward. The new process could not work as directed, because we didn't have the facts. The fact that this new process could not work was never brought up in a subsequent warden's meeting. I know that I had my mail room staff make a few changes so it looked like we were following the new orders, but in essence we did very little differently. I would be remiss if I implied this was the only time this sort of thing occurred.

So, how should a leader handle this type of situation? Obviously, I didn't handle it effectively, but I did have the courage to voice the objection. I believe that it should be the goal of correctional leaders to make well-informed decisions, based on facts and not theories-shrouded in ego. These informed decisions need to further the goal of creating a safer and more efficient environment for our staff, offenders, and the public.

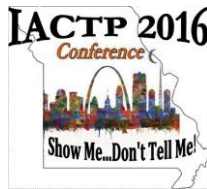
Dr. Jones retired after working for 31 years in Colorado corrections. Dr. Jones began her career in corrections in 1981 as a Community Corrections Counselor. In 1985 she entered the Department of Corrections as a Correctional Officer at the Fremont Correctional Facility. She then moved up through the ranks as a Sergeant, Lieutenant, Administrative Manager, Associate Warden until her appointment as Warden. During her career she has worked with male and female inmates and at all custody levels. Her assignments included training, programs, custody/control, administration, and case management. You can reach her at [sjjanoncity@gmail.com](mailto:sjjanoncity@gmail.com).

# Upcoming events from IACTP

2016 IACTP \* Annual Trainers' Conference \* St. Louis, Missouri

October 16-19, 2016 \* hosted by the Missouri Department of Corrections \* Hyatt Regency St. Louis at The Arch \* 314-655-1234 \* Cut off for reservations with the IACTP room rates is September 22, 2016

To reserve a room online go to: <https://resweb.passkey.com/go/IACTP2016>



## General Conference Information

IACTP is a criminal justice association that includes members of the training professions from national, state and local corrections agencies, community corrections, juvenile justice, higher education, academies and commissions, and private corrections. We expect attendance to be from 75-150 participants, with approximately 15-30 participants per workshop. The smaller size of this conference affords exhibitors more personal contact with the conference attendees, all focused on criminal justice training.

The Annual Trainers' Conference is a unique forum that brings together correctional leaders, training managers, trainers, field instructors, consultants and others interested in both effective corrections practice and exemplary training strategies. It provides attendees with the opportunity to network and share innovative approaches being used within correctional agencies throughout the country. We hope you will have a participatory role in shaping the agenda and future direction of our corrections system.



## Webinar:

Session 3 - September 19, 2016: "OnBoarding: Making it Happen"

Start time 12:00 pm (Mountain Time), 2:00 pm (Eastern Time)

Description: How much do new staff members know about your agency and the role they will be playing? Do all of your new employees receive the same message? Our goal at WDOC is to ensure that all potential employees receive the same message prior to accepting a position and that all new employees within our three divisions receive the same orientation material. Can you meet all the ACA Standards related to the 40 hour orientation? Are your new employees committed or not? Learn tips and strategies to implement a program that provides new staff with the information they need to decide whether or not to commit to a relationship with your agency. In any new relationship there is a lot to learn and hurdles to overcome; join Wyoming for lessons learned and start up tips.

Presenters: Wyoming Department of Corrections OnBoarding Think Tank. Christy Wyler, Reentry Program Manager. Melody Norris, Records Manager. Julie Reuter, Field Services Training Manager. Carrie Stanley, ACC Program Coordinator. Kayla Opdahl, Policy and Planning Manager. Alisa Cook, Prison Division Case Managers Training Manager. Mark Horan, Public Information Officer. Aaron Blair, Training Lieutenant. Tamara Gruenhagen, Executive Assistant. Derek Eyck, Human Resources Manager. Stormie Williams, Human Resources Manager.



*Check it out!*

*Operation Icebreaker: Shooting for Excellence*

Has been published by IACTP



This is a book of corrections icebreakers created by Joe Bouchard. There are 25 new classroom exercises designed specifically for corrections settings.

Some of them are:

- Captain Obvious Test Trio
- Of Creeps and Jerks
- Enjoy the Apocalypse
- Why do you Holler? It is only a Dollar!
- Contraband Cards
- Assessing your Bovine-Scatometer
- Shopping Cart Icebreaker
- And many more...

To order, simply complete an order form on [www.iactp.org](http://www.iactp.org). You can request a CD or a download.

Do not forget to check out the first six icebreaker books. All materials that appear in icebreaker works published by IACTP may be reproduced for educational/training activities.



Here are some little, seemingly harmless items that could pose danger in your facility:

**Plastic wrap** – This is easily found in kitchens, as spare garbage can liners, and in packaging from the commissary. Plastic wrap conceals the odor of tobacco and is shrinkable with heat. It repels water so things can be hidden in toilet tanks. With plastic wrap, pills can be protected and hidden in petroleum jelly or peanut butter by.

**Staples & Tape** – Common in classrooms, offices, libraries and in mail items, staples and tape are often overlooked by staff. If applied correctly, these can hinder keys from opening locks. Another hazard is the sticky utility of tape. Enough tape can conceal notes of instruction and weapons in a drop and pass location quite out of view of staff.

**Dental floss** – Fishing season never ends inside the walls. And dental floss is a great way for contrabandists of all levels to pass information and goods between cells. Dental floss is the high end fishing line in this environment.

**Newspaper** – The formula is simple:  $N + W + F + D = W$ . Newspaper plus water plus formation (application of hand pressure and shaping) allowed to dry can equal a weapon. Believe it or not, a tightly wound newspaper, alternatively moistened and dried, can become a hard club.

**Candy** – Sweets of any description are the ultimate trading commodity. Local economics will determine worth - X number of hard candy equals a good or service. Though most prisoners are not allowed to possess coins or dollars, candy serves as a sort of illegal tender. Also, candy can be sharpened by saliva. This may not make the most formidable sticker. But, with surprise, candy could be harmful.

Here are some tips to thwart mini-menaces:

- Secure all nuisance contraband, even if a misconduct cannot be written,
- Look at office and trash areas for contraband opportunities and fix possible breaches,

- Use effective searches on prisoners and in their areas of control,
- Do not take small things for granted,
- Record all incidents where nuisance contraband is a part and share with staff and control center.

Of course, not all little things are connected to a large, nefarious scheme to topple all control and safety measures. However, little things can mean a lot. Nuisance contraband left unchecked can embolden would-be contrabandists. The plastic bag that you confiscate can actually be the container for a substance that once traded can cause violence and chaos.

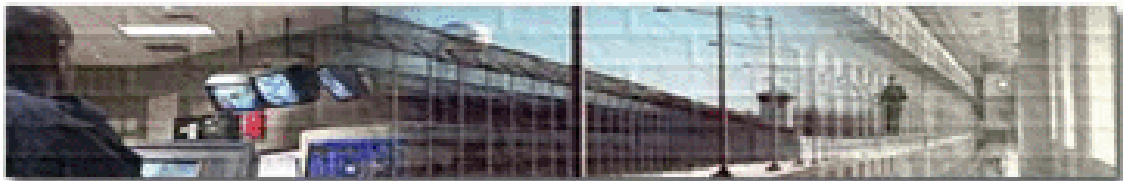




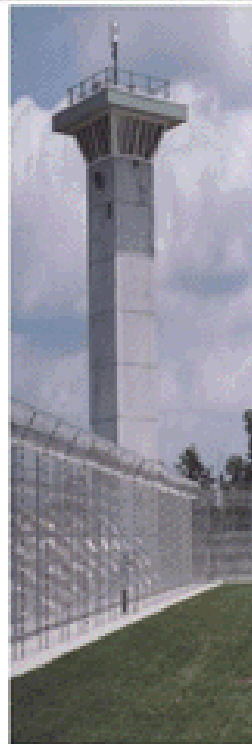
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*For more information and schedule call  
859-582-0027 or email [info@correctionalsecurity.org](mailto:info@correctionalsecurity.org)*

## **The Twenty Minute Trainer**

By

Lt. Gary F. Cornelius (retired)

### **Firm, Fair and Consistent**

#### It's Not a Cliché

In my travels in retirement conducting jail staff training, I frequently ask jail officers: “What has worked for you when managing inmates both safely and professionally?”

One answer I always hear is a correctional officer (CO) should always be “firm, fair and consistent”. This is not a cliché-this simple phrase holds great meaning for us who enter our nation’s correctional facilities every workday, every year-to manage and keep in custody the inmate population. We deal with many types, personalities and no day is like another. It is unfortunate, also that many citizens and the media does not know what we do or what we experience. But- thanks to organizations such as the American Jail Association, the American Jail Association and the excellent International Association of Correctional Training personnel-corrections is being steadily recognized and appreciated.

Let’s take a look at the phrase and review what it really means. I will have some input, in conjunction with an excellent book by retired New York City corrections officer Larone Koonce. His book *Correction Officer’s Guide to Understanding Inmates: The 44 Keys to Power, Control and Respect* (2012, Koonce Publishing, Atlanta, Georgia). It is an excellent resource for COs and trainers. We will look at the chapter titled Key 2: Be Firm, Fair and Consistent and is subtitled: this will help to gain the respect of the inmates.

**Firm:** Koonce says, and I agree, that firmness means that a CO should stand his or her ground. The main goal of a CO is to enforce corrections rules, regulations, criminal statutes and the policies and procedures of the facility. COs are not there to be popular among the inmates or to be their ‘pal’. A CO will be pressured by inmates every shift to bend the rules or ignore

policy and procedures. If COs think that it is all right to do this and delude themselves by thinking that inmates 'are not all that bad'-the pressure will increase. COs must say no-firmly. Inmates may not like it at first, but slowly the CO who says no and adheres to procedures will earn inmates' respect and be viewed as 'squared away'. And-the CO who is firm will have the support of his or her squad, supervisors and the high up 'brass'-the wardens, superintendents and sheriffs. The inmates will come to realize this. Respect will be reluctant from the inmates-but reluctant respect is better than none at all.

Fair: A professional CO applies the rules fairly to every inmate, regardless of crime, behavior, sentence, race, gender, physical size or education. One inmate should not be favored over another. If favoritism occurs, resentment among the inmates grows. They see some having a good ride from the CO while they have to go by the rules. Not only does resentment grow, but inmates may argue and resent each other because some feel that they are not being treated fairly. Also, favoritism, Koonce states, forms a two-tier system where the CO is sharing power with the inmates. Power and authority should remain solely with the CO. I remember that not playing favorites-even in a small way-can make the job easier. For example, early in my career I was working the day shift on the maximum security floor at the Fairfax County Adult Detention Center. Lunch for the inmates was a bowl of soup and a sandwich. After the trustees passed out lunches to the cellblocks, I settled down at my desk to eat mine-the same fare as the inmates. (In the old days, sometimes you could not be relieved for a meal due to short staffing.) A trusty came to the main door of the floor and said that he had some extra sandwiches and asked me if I would allow him to pass them out. I asked him if he had enough extras for the whole floor. He said that he did not and I sent him on his way back to the kitchen-without passing out the extras. Why? I did not want any arguments or resentments from the inmates who would not have received another sandwich.

Consistent: Inmates appreciate an institutional routine that is established and reliable. The mail is passed out regularly; the televisions come on at a certain time and programs are on schedule. Visiting and recreation go on without any difficulty. It helps to keep the place calm. Also-inmates



appreciate COs who do not run 'hot and cold'. They learn quickly that if you behave the same on every shift, treat the inmates fairly in a steady, consistent manner, that they will feel comfortable around you. This shows that you are serious. You can be depended upon to do your job responsibly and treat inmates as people. They know what to expect from you. However, one down side is the CO who is sociable, polite and acts mature on Monday- and is grumpy, sarcastic and condescending towards inmates on Tuesday. We all like consistency when we deal with others and inmates are no different.

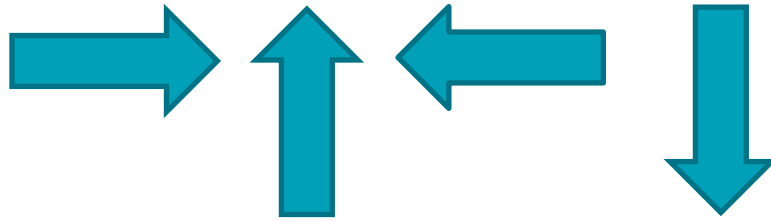
Finally the phrase "firm, fair and consistent" is very similar to the Golden Rule: Treat others as you would like to be treated. We would like to be treated with fairness, and in the same way as others. We would like to be treated in a firm manner-per the rules, not being subjected to one set of rules over another. Finally we would like to be treated the same way by people we encounter-not by people who are running hot and cold.

Inmates will appreciate it too. It is not just a cliché: Firm, Fair and Consistent.

Reference:

Koonce, Larone. (2012). Correction Officer's Guide to Understanding Inmates: The 44 Keys to Power, Control and Respect. Atlanta: Koonce Publishing.





## *Corrections Directions*

By Joe Bouchard

### **Back from the future**

This is how it works. I am you in your future. I am contacting you at the beginning of your/our career to give you some encouraging words. Consider it an inter-dimensional aspect to your training. Through the magic of time travel (the physics boggle my mind) this letter will come to you as you begin your first day in corrections. This is a bridge to the future. Consider it a gift to my younger self and an investment toward success. I feel obliged. Without you, I would not exist as who I now am.

You really should listen to me. I know what I am talking about. And besides, if you can't trust yourself, who can you trust? Here are a few points that you should consider as you walk the long and convoluted road of your career.

Corrections is not for everyone. For you it was/is/will be a good fit. However, you will see many colleagues leave the field for a variety of reasons. Some reasons will be good. For example, there will be other opportunities, retirements and even an independence that allows departure. Others departures will be tragic, consisting of breakdowns, horrible indiscretions, self-destructions and sad encounters of innocents. Some colleagues you will miss. And when others leave, you will feel a sense of relief. No two good-byes will

really be the identical. Knowing that will help you cope with the variety of feelings you will have during each separation.

You'll be amazed. People run the gamut. They can be wonderful, horrible, and all places in between. Sometimes this range is inherent in the same person - on the same day! You will find callousness, generosity, and unasked for help at key times. You will be vindicated, sabotaged, vilified, and deified. Do not be surprised how quickly these things can change. You cannot control the variety of personalities that you meet. It is up to you to control how you react to these. None of this is bitter cynicism. It is a quick reality check.

Ever distrustful are the treacherous. There is nothing wrong with caution, especially in this setting. But trust is an interesting thing. Not everyone is willing to accept words at face value. That fact is not an indictment on human nature. You just have to remember that we are all different and have different levels of trust. You will probably find that those who are not trusting have a reason for this. They may have been burned before, have witnessed back stabbings, or are not themselves trustworthy.

Sometimes a day from hell can stop on a dime. In other words, the action of a busy day can seem like you are going 100 miles a minute. But that can just stop instantly. It is like a blistering hot day that suddenly turns to dusk and the temperature drops mercifully. It may be that the events have run their course. Perhaps people on all sides simply get too tired to fight. But it is strange we often don't recognize this until the quiet time has progressed for a while. It is as though our adrenaline has to run out. Your emotions and physiology will not always be in perfect synchronicity with fast-changing events.

It gets easier. Having lived your life, I know that you will consider how hard the job can be. You will contemplate quitting many times in your first few years. But it does get easier. You don't have to take this as just an article of faith. It is logical: The more you do something, the easier it becomes. The phrase, "this, too, shall pass" is quite applicable here. That makes the very difficult times easier to weather. At times of adversity, your training will kick in and you will handle all challenges. It may not be pretty. It certainly is not comfortable. But it is a job that you signed on to do.

Remember the words of a former colleague, “It is a good life if you don’t weaken.”

Your challenges are part of the successes of society. On occasion, you need to reflect on how your positive actions on the job. Though not immediately apparent, they will influence some small changes elsewhere. And this is important in assuring that you are not isolated from the mission statement: safety for staff, offenders, and the public.

Forget the “magic” of this letter getting to you. The how is not important. The why holds more weight. I did this for you/me/us because as your career moves along, you will need occasional moral boosts.

These are not all of the lessons that you will need. Consider these as just some of the things that you should know. Trust me: You will get through fine. It will not be easy. But, then that would be boring and, really, a squandering of your talents and dedication.



## ATTENION: NERDS NEEDED!



**IACTP requests your help. We need Contraband Nerds to submit articles to IACTP's Correctional Trainer.**

- Are you a contraband nerd?
- Are you a professional devoted to teaching others about contraband control?
- Do you have what it takes to enhance safety and save lives in the corrections profession?
- Do you possess experience in training in contraband control?
- Can you put pen to paper in a clear and entertaining manner?

**If you answered yes to any of these questions, you should write for "The Contraband Nerd" - - The new column for IACTP's The Correctional Trainer**

## **ICEBREAKER 101**

### **WHAT A HORRIBLE WAY TO GO!**

By Joe Bouchard

Many of us in corrections develop a gallows sense of humor. Perhaps we do this in order to cope with the seriousness of the job. This can be deemed as a general stress reliever.

Is there way to proactively harness this and place it into an icebreaker? I believe so. This can be done with simple introductions. As you start a module, you may write on the board or display on the computer screen these words:

Name

Current position

Time in corrections

The most horrible way to die is...

It is best to stack the words in four different lines for clarity. The facilitator simply states that everyone will give a very brief introduction of themselves. This will be done by stating your name and current position and the time that you have worked in corrections. The part that (ironically) enlivens participants is their opinion of the most horrible way to die.

In the spirit of teamwork and interest of instruction, the facilitator should go first. Mine would be like this:

Hi, my name is Joe.

I'm a corrections librarian.

I have been in corrections for 23 years.

I believe the most horrible way to die is being eaten by rats. Naturally the facilitator will set the tone.

My thought is that creativity can flow if there are few constraints. I believe that the shock value at the start of the session may spark more active participation later. Then let the group go one by one. Here are a few notes.

Remember that there's a fine line between bizarre, yet effective instruction and creepy answers.

There will be repeated answers. And this should be permitted. After all, if you think that drowning is a horrible fate, you should be able to agree with someone who answered that previously.

Be compassionate as needed. Someone may render a heart-wrenching true story of how a loved one recently passed a terrible manner. The mood of the room can shift in a millisecond.

Reel in the class and if things get too jovial. Remember the unique pull of gallows humor.

There may be a string of answers designed to disgust others. Be prepared for a gross out/shock contest.

Keep a sense of humor. Perhaps someone will list the most horrible way to die is “to be bored to death by this training”.

Keep a lid on things. There may be some rough verbal camaraderie. Prepare for wild answers as the audience becomes more comfortable.

This is a true icebreaker. And nothing breaks the ice quite as easily sharing the universal fear of mortality. This can go well with an introduction to communications module. I also see this as a way to enliven (again ironically) and unarmed self-defense class. Perhaps one can use as a prelude to a retirement seminar.

Why not give this icebreaker try? After all, we only live once.







Icebreaker 101

(Second helping)

### **John's very bad day at work**

**By Joe Bouchard**

This is an icebreaker built from an article that I wrote about contrabandists' motivations to smuggle. The article can serve as a base of information. After the instructor reads or distributes the information, the class breaks up into teams and takes a test. In it, scenarios will feature at least one of the following varieties of contrabandists:

Thrill seeker

Libidinous

Compromised

The article explains these three behaviors.

Background material –The TLC of smuggling

I believe that most corrections staff are honest and honorable. They act under dangerous conditions every day to fulfill the mission of safety

for staff, prisoners, and the public. It is the epitome of public service. Corrections staff are the hidden heroes of the Criminal Justice System.

Unfortunately, not everyone is honest. From time to time, stories break in the news about staff who smuggle contraband inside the facility. Despite the nobility of the profession, 'dirty' staff are not absent from the equation.

When staff bring contraband into a facility, there are three chief dangers. First, a prisoner or a group of prisoners may become powerful and compromise security. The contraband item itself can be a source of direct or indirect power. Second, the staff person is a weak link who gives advantage by overlooking misconduct. Third, once discovered, honest staff must reassess how much they had formerly trusted the smuggler. Trust between staff is a fundamental glue in corrections. When that bond is broken, we are less effective, as we spend more time scrutinizing each other than monitoring prisoners. Betrayal is a psychological hurdle that is difficult to get over.

I think that there are three main motivations for staff to smuggle. They are simple to remember with the letters TLC. They are the thrill seeker, the libidinous, and the compromised.

### **Thrill seeker -**

Some people derive pleasure from deceiving others. The jolt that thrill seekers get from performing forbidden acts can be intoxicating and addictive. One of the most forbidden acts for corrections staff is to introduce contraband into the facility.

### **Libidinous -**

Another forbidden act –an illegal act and cardinal corrections sin - is for staff to have sex with prisoners. Lust / 'love' is a way that some fall under the spell of the contrabandist. With that as a motivation, the relationship between smuggler and manipulator becomes one of puppet and puppet master.

### **Compromised -**

When some staff are caught in a mistake, they conceal it. Often, in exchange for the false promise of not revealing the mistake, the enterprising prisoner asks staff to bring in a small, forbidden item. Eventually, they allow themselves to be manipulated into misconduct. Of course, the trap is sprung when the prisoner's demands increase in size and danger. Many staff-assisted escapes have root in a simple compromise.

### Scenarios:

Name the contrabandist type for each scenario. All of these are about the very generic staff member named John. Mark T for thrill seeker, L for Libidinous, and C for compromised. There may be more than one right answer.

John is a corrections staff who has a gambling problem. He learned that he can make a quick buck by bringing in drugs for a gang member who arranges for distribution of the contraband and paying his mules. Once John get started, he cannot stop. One reason is that he likes the rush. Another reason that John continues to bring in narcotics is that

the prisoner for whom he mules showed him a letter to the warden that he wrote in case John “gets cold feet”. [T, C]

John is in love with an inmate and gets a rush from being almost caught in a sexual act. He will do anything to ensure the prisoner’s comfort, including bringing in tobacco and matches for his lover. [T, L]

John hates authority and loves getting one over on them. He has no need for love or money, but gets an adrenal rush from giving candy to prisoners during the holidays. Staff start to wonder why there are so many M & M wrappers all over Delta Unit’s floor. [T]

John called a prisoner an asshole “as a joke”. The prisoner threatened to tell the inspector if John did not bring in some gum. After he did, the shopping list got bigger. Now John brings in pain killers and skittles and also has agreed to give fellatio to the prisoner on his command. [C]

John is bored at work. He cannot find any pleasure in any part of his chosen work. Then, quite by accident, he left his cell phone in his pocket and took it inside the secure perimeter. He felt very alive as he left the facility. Now he routinely brings in the cell phone for his own use. [T]

John is caught having sexual intercourse in a broom closet with a coworker. Both of them are married. A prisoner hears of this and threatens to write to John’s family unless he brings in credit card numbers and a cell phone and charger. [T, C]

Note that one cannot tell John’s rank, vocational niche, or time in the job. In other words, John can be anyone. Also note that all of these scenarios will end with John being compromised.

After these scenarios are discussed, the facilitator solicits from the class strategies on how to mitigate this sort of behavior and the

collateral damage that comes from it. One can use the conclusion of the TLC article as a guide.

In a perfect world, zero percent of staff smuggle. However, the world is not perfect. How can we help mitigate this?

Staff should take routine searches of staff as routine.

Understand the motivations to smuggle and look for tell-tale signs.

Talk to your colleagues.

Check yourself. Do not test the bounds of policy limits on items that can be taken inside.

Refocus. Keep an eye on the mission statement when depression over betrayal rears its ugly and pervasive head.

Do not isolate vulnerable staff. Otherwise, they are susceptible to smuggle.

We will not always know who is about to compromise security. But understanding the motivations outlined in TLC is a start. Even so, our safety depends on keeping contraband out of our facilities. This is consistent with the role of hidden hero.



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**Chapter 1 P. 8 Review Quiz**  
Points: 8

**PLEASE READ FIRST:** Please mark questions [1-4] below with a possible answer. You may skip and return to questions, but do not forget to mark all answers before you submit the quiz for scoring.

**1. Which one of the following is not a philosophy of corrections or rationales of sentencing? ----- 2 point value**

- A. incapacitation
- B. restitution
- C. deterrence
- D. rehabilitation

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IACTP's focus is on the practitioner in the correctional training field. We want to hear from you and what is of interest to you. Articles may be accepted from line trainers, administrators, academia and other interested parties. Articles may include, but are not limited to:

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