

# JAIL BULLETIN

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NUMBER 114

DECEMBER 1994

The Jail Bulletin is a monthly feature of the Crime Commission Update. The Bulletin may be used as a supplement to your jail in-service training program if officers study the material and complete the attached "open book" quiz. The Bulletin and quiz may be reproduced for use by your staff. **We welcome any jail training material you would like to contribute to the Bulletin.**

## **THE PSYCHOLOGY OF REHABILITATION - PART I SUBSTANCE ABUSE-DEVELOPING THE PROGRAM**

To achieve the goals of rehabilitating offenders and reducing crowding in our jails and prisons, correctional professionals must consider new approaches in developing inmate programs. Inmates entering the system often are educationally disadvantaged and lack social values or daily living skills. Chemical use, mental illness and criminal personality disorders are common among criminal offenders. These problems have placed demands on jails and have contributed to crowding. **Without intervention at the local jail level, our jails and prisons will continue to see crowding as the number one uncontrolled circumstance we must face.** Although the following was written with direct supervision jails in mind, much of the theory can be applied to all jail settings.

The development of jail programs and, in particular, substance abuse treatment programs, can be implemented by using the principles and dynamics outlined below. Direct supervision requires **consistency, consequences and control**. Since positive behavior is a direct goal of treatment, substance abuse treatment (and other kinds of inmate programming) enhance the operation of a direct supervision jail. These programs become an effective "**management tool**" for the facility. Discussed below are eight principles for effective program development and how they may relate to a direct supervision jail.

## PRINCIPLE I: EFFECTIVE CONTROL

A decision must be made regarding the size of the treatment program and to whom the program will be offered. The design of the unit should emphasize openness for easy viewing. Inmates placed in substance abuse programs will have behaviors unacceptable or contrary to program goals, therefore, staff must develop clear, effective controls in order to deal with these inmate behaviors. Interaction among inmates and correctional and treatment staff is imperative. Inmates should be allowed to make decisions within a controlled manner, consistent with the treatment program and facility rules.

## PRINCIPLE II: EFFECTIVE SUPERVISION

Decide on the number of participants in the program and then realistically review what both your treatment staff and security staff can effectively accommodate. The structure should allow for a maximum interaction with participants. Treatment staff must have the ability and skills to **"maximize their involvement"**. For instance, inmates in a treatment program who have little "treatment" interaction will tend to behave inconsistent with the program. Treatment staff and security staff, therefore, must cross-train and develop teamwork in order to administer the program properly. Involving security staff in the actual program delivery and having treatment personnel perform basic security helps to develop cross-training and creates a sense of teamwork. It also reduces unstructured program time. **"It is important that ALL staff realize that without security there is no program but programs enhance security."**

## PRINCIPLE III: COMPETENT STAFF

Employing appropriate staff is tantamount to a successful treatment program. When selecting **Security staff**, the following criteria should be followed:

1. Willingness to work in the unit;
2. Understanding of the relationship between programs and security;
3. Flexibility;
4. Possessing good judgement;
5. Excellent skills in interpersonal communications.

The contents of the Jail Bulletin represent the views of the author(s) and do not necessarily reflect official views or policies of the Nebraska Crime Commission or the Nebraska Jail Standards Board.

When selecting **Treatment staff**, the following criteria should be used:

1. Thoroughly screened and personally interviewed by the program administrator;
2. Possess skills and ability to work in a correctional environment;
3. Previous offenders or recovering substance abusers should complete ALL requirements of probation and have a verified substance-free lifestyle for at least two years;
4. Successful complete a background check.

**Staff training** and the **team concept** are the keys to a successful program. Training correctional and treatment staff together helps to promote the team concept and role understanding as well as to resolve any issues on facility problem solving. A training program should consist, at a minimum, of the following:

- # program philosophy
- # treatment methodology
- # principles and dynamics of direct supervision
- # life/safety procedures
- # disciplinary procedures/facility rules
- # report writing
- # team building
- # policy and procedures of the program
- # inmate rights/legal issues

A commitment from the staff to facilitate the above is critical to the operation of the program; however, without the support and leadership of management, the program will have difficulties.

#### **PRINCIPLE IV: SAFETY OF STAFF AND INMATES**

A well-managed substance abuse program will result in a housing unit that is consistently cleaner than the other housing units in the facility with fewer reported incidents than the general inmate population. Staff have a far greater involvement addressing an inmate's behavior in a treatment unit which results in greater job satisfaction and greater control over their job duties. This results in a higher degree of staff morale and inmate responsibility and a safer environment for staff and inmates.

#### **PRINCIPLE V: MANAGEABLE AND COST EFFECTIVE OPERATION**

A manager may be able to adapt a substance abuse program from existing housing arrangements, furniture and other architectural considerations. **The most controversial subject seems to be that programs like drug treatment, mental health, and others contribute to crowding. To date there are no statistics to support a correlation between crowding and program development.** This may be philosophical in nature, but the current

system of corrections has only resulted in small gains and we are faced with building larger jails and prisons. Most jails in America are overcrowded and the staff are tired and underpaid. Statistics show that we lead the world in incarceration, and that at the rate we are growing, we are fast becoming a nation of prisoners and correctional officers. Something must be done. Jail treatment programs can be designed to begin the treatment process while an inmate is in jail, making use of the time while he is here rather than just allowing idle time to slip by. If, as correctional professionals, we merely "warehouse" offenders and do nothing to begin treatment, then we are doing nothing more than contributing to our problems.

Treatment programs cost money; however, utilizing all your staff resources and calling upon the community and state to help address the problems of this population can offset the costs. Convincing local officials and other community members of this need is as important as the challenge you had when you elected to utilize direct supervision in your facility.

## **PRINCIPLE VI: EFFECTIVE COMMUNICATION**

The mission of the substance abuse program will tend to use staff and address inmate behaviors differently. It is imperative that communication among staff must be a priority, and the inmates should never observe the staff disagree in public. Inmates must observe and understand that the staff talk with each other. Staff must also interact with and give feedback to inmates frequently and consistently.

To facilitate communication a weekly team meeting should be held to address treatment issues and conformance to program goals. The team meeting will give staff an opportunity to address the following:

- # participant progress and problems
- # operational issues
- # in-service training
- # team building

It is important to the operation of the program that staff communicate in a manner in which there is an attitude of a "win win" approach.

## **PRINCIPLE VII: CLASSIFICATION AND ORIENTATION**

**When developing a treatment program it is important to identify whom you will treat and what criteria to use in the selection.** Some programs are only for offenders who are sentenced to jail for a specific amount of time, some are for pretrial offenders, and other programs use different classifications.

Co-ed programming should be considered. The selection system should not rule out an offender because of gender. Equal treatment/programming of

female offenders is critical and helps avoid potential legal situations. Look at the population, determine the needs and alter your program accordingly. Each decision should be carefully weighted regarding effectiveness and cost-effectiveness. However, program design must recognize and address the special needs of female offenders in a non-coed grouping.

Program criteria must be spelled out in your policy and procedures manual. Offenders entering the program should have a clear understanding of expectations (no different from those expectations placed upon an inmate entering your facility for the first time). Any additional program requirements that the inmate needs to adhere to should be clear. Coed-program inmates should have a clear understanding of acceptable behavior. Inmates need a clear understanding of immediate consequences for any deviations from behavioral expectations, what criteria will be used for removal from the program and what criteria will be used for re-entry.

Should your program utilize a series of psychological tests, then those test results should be kept confidential, releasing only that information that is necessary to know. Additionally, all treatment files should be kept secured and confidential with access being limited to treatment personnel only.

**Confidentiality** is a controversial issue in a treatment program. Staff and inmates alike should understand the policy of confidentiality. Generally accepted issues concerning a risk to the safety and order of the institution are not considered confidential. A serious incident that staff fail to report could result in the breakdown of trust among staff and the loss of control of the housing unit and program goals. Issues that surface in treatment groups are generally kept confidential unless they are criminally serious in nature.

## **PRINCIPLE VIII: JUST AND FAIR**

Regardless of the mission of your program, it is important that integrity exist. Personnel and inmates alike must know that the program goals are centered around the professional ethics of corrections and treatment.

Policy and procedures must detail all aspects of the program and their application must be reasonable and consistent. In order for the community to support the program, it must be demonstrated that the program has a positive outcome for participants. This reporting method, therefore, must be well thought out and the information contained should be verifiable.

Many issues exist in the development of substance abuse programs. The principles and dynamics offer a basis for their development and serve as a guide for their safe and effective operation. As with direct supervision, the implementation of programs beyond those that exist will only enhance security and help to effectively manage offenders committed to your custody.

## **REFERENCE**

Heckt, Captain Frank R., American Jails, September/October 1992, "Substance Abuse Program Development: A Direct Supervision Approach", pp 53-55

# QUIZ

Nebraska Jail Standards require that jail staff receive eighteen (18) hours of inservice training each year. The Jail Bulletin may be used to supplement inservice training if an officer studies the bulletin, completes the quiz, and this process is documented by the jail administrator for review during annual jail inspections.

**DECEMBER 1994**

**NUMBER 114**

**SUBJECT: The Psychology of Rehabilitation**

**NAME: \_\_\_\_\_**

## **Part I**

**Substance Abuse-Developing the Program DATE \_\_\_\_\_**

1. When developing a treatment program, it is important to identify whom you will treat and what criteria to use in the selection.  
\_\_\_\_\_ True \_\_\_\_\_ False
2. \_\_\_\_\_ staff and \_\_\_\_\_ staff must cross-train and develop teamwork in order to administer the program properly.
3. In employing appropriate security staff for a successful treatment program, the following criteria must be considered:
  1. Willingness to work in the unit;
  2. Understanding of the relationship between programs and security;
  3. Flexibility;
  4. Possessing good judgement;
  5. Excellent skills in interpersonal communications.
  6. All of the above
4. When selecting treatment staff, the following criteria should be used:
  1. Thoroughly screened and personally interviewed by the program administrator;
  2. Possess skills and ability to work in a correctional environment;
  3. Previous offenders or recovering substance abusers should complete all requirements of probation and have a verified substance-free lifestyle for at least two years;
  4. Successful complete background check.
  5. All of the above
5. Staff training and the team concept are the keys to a successful program.  
\_\_\_\_\_ True \_\_\_\_\_ False
6. Substance abuse programs should be administered only to male offenders.  
\_\_\_\_\_ True \_\_\_\_\_ False
7. Issues concerning a risk to the safety and order of the institution are considered confidential in a treatment program because the participant must be protected.  
\_\_\_\_\_ True \_\_\_\_\_ False

**CREDIT: One half hour credit for jail inservice training requirement**

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ANSWER SHEET SHOULD BE RETAINED BY JAIL ADMINISTRATOR