Staff Ethics

Behavior Choices Among 326 Staff
At Colorado State Penitentiary

This material was developed by Katy Cathcart, MCJ, and is intended for classroom discussion rather than to illustrate effective or ineffective handling of administrative, ethical, or legal decisions by management. No permission or compensation is needed for classroom use as long as it is acknowledged to be the creative work of the author and the UCCS Daniels Fund Ethics Initiative. For publication or electronic posting, please contact the UCCS Daniels Fund Ethics Initiative at 1-719-255-5168. (2018)
Frequent reports of staff misconduct or failure to perform: 3-5 cases per month.

Approximately 1/3 were sexual in nature.

Tradition of abandonment of formal action by personnel rules by leaders – GOB mentality.

Severe lack of diversity among the employment population – most white males in leadership positions.
Leadership Vision – Executive Level

• Exemplify The Best
• Open book on program creation
• A new organization
• Elevated Professionalism – John Suthers
• Inspector General Support – Crime and Staff Conduct Issues.
CSP Leadership Performance

• **Collective Staff** Direction: Mission, Vision, Values.
• Commitment to **transparent process** of managing information.
• Commitment to being **Transformational leaders** that sought to develop staff and the organization, not simple managed by exception.
• All share **common values** of equality with respect to gender, race, and personal life styles.
Enabling Middle Management

• History of leadership not supporting challenges in terms of staff conduct.
• Message to middle management - leadership will support and engage with staff conduct challenges.
• Provided guidance and mentoring to middle management on challenges
• Affirmative response to cases that merit formal review and action
Committed to Assessment

• ACA Standards and Certification.
• Human Rights Watch/Amnesty International.
• Security Compliance Audits.
• Performance Planning and Assessment Recommendations
Corrective/Disciplinary Process

• Follows the State personnel rules.
• Provide thorough and complete documentation of all incidents. Take extra time and effort if needed.
• Work hard to effectively characterize harmful conduct.
• Relate supervisor, direct report, and all staff conduct issues to the corrections mission in very explicit, detailed language.
• Show respect, impartiality, and professionalism for the entire process.
• Had one hundred per cent success on appeal of all cases.
Staff Impact

• Sense of strong staff commitment to the job.
• Voluntary efforts to perform and share ideas were frequent.
• Staff input to the decision-making process felt safe and encouraged to speak out.
• Staff invested themselves in professional development for future promotions.
• Staff management of ethics among themselves was evident (example of UOF – shift command).
National/International Recognition

• National Institute of Corrections: Ten Year Training Program by CSP
• Most visited from by corrections and academic professionals around the world.
A Legacy of Corrections Professionals

• Highest promotional rate of any other prison in the system.

• Exceptional long waiting list of those seeking to transfer from other prisons to CSP.

• Exceptional number have achieved high leadership in corrections: Before retirement and currently.
Staff Ethics – Change in Behavior Choices

• All in view of vigilant supervisors
• 100% reduction in allegations of sexual misconduct.
• 87% reduction of Corrective and Disciplinary actions.
• First female forced cell entry team, and first female disturbance team leader.
• A successful gay shift commander and management team member.
Policy Emphasis

• Statewide DOC to prohibit all sexual misconduct whether it was objected to, or not, by the recipient.

• Specific memo from leadership on detailing prohibited behavior at shift briefings and orientations.
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