

# Great Wardens Project

## Building Great Wardens: Leadership That Inspires

April 7, 2022

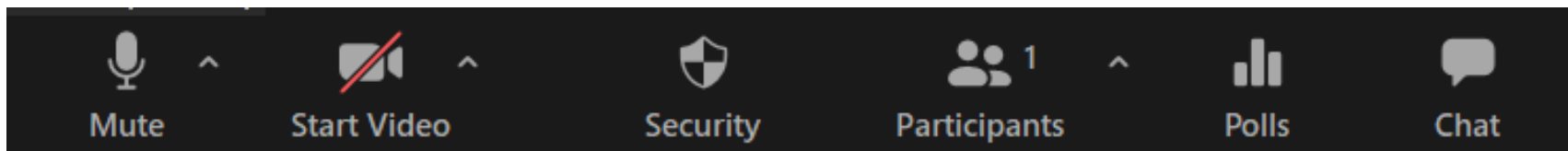
# Tech Check

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Mute

Video

Chat



# Mission

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The Great Wardens Project provides mentorship and training to develop bold prison leaders and build a corrections culture based on safety and dignity.

# Core Beliefs

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- Wardens and Superintendents have a responsibility to promote safe, secure, and healthy corrections facilities.
- Advocates and prison leaders can work together to reimagine how corrections facilities operate and shape a new generation of committed corrections professionals.

# Today's Speakers

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**Art Beeler**

Warden (ret.), Bureau of Prisons



**Michael Capra**

Supervising Superintendent of the New York City Hub,  
New York Department of Corrections and Community  
Supervision

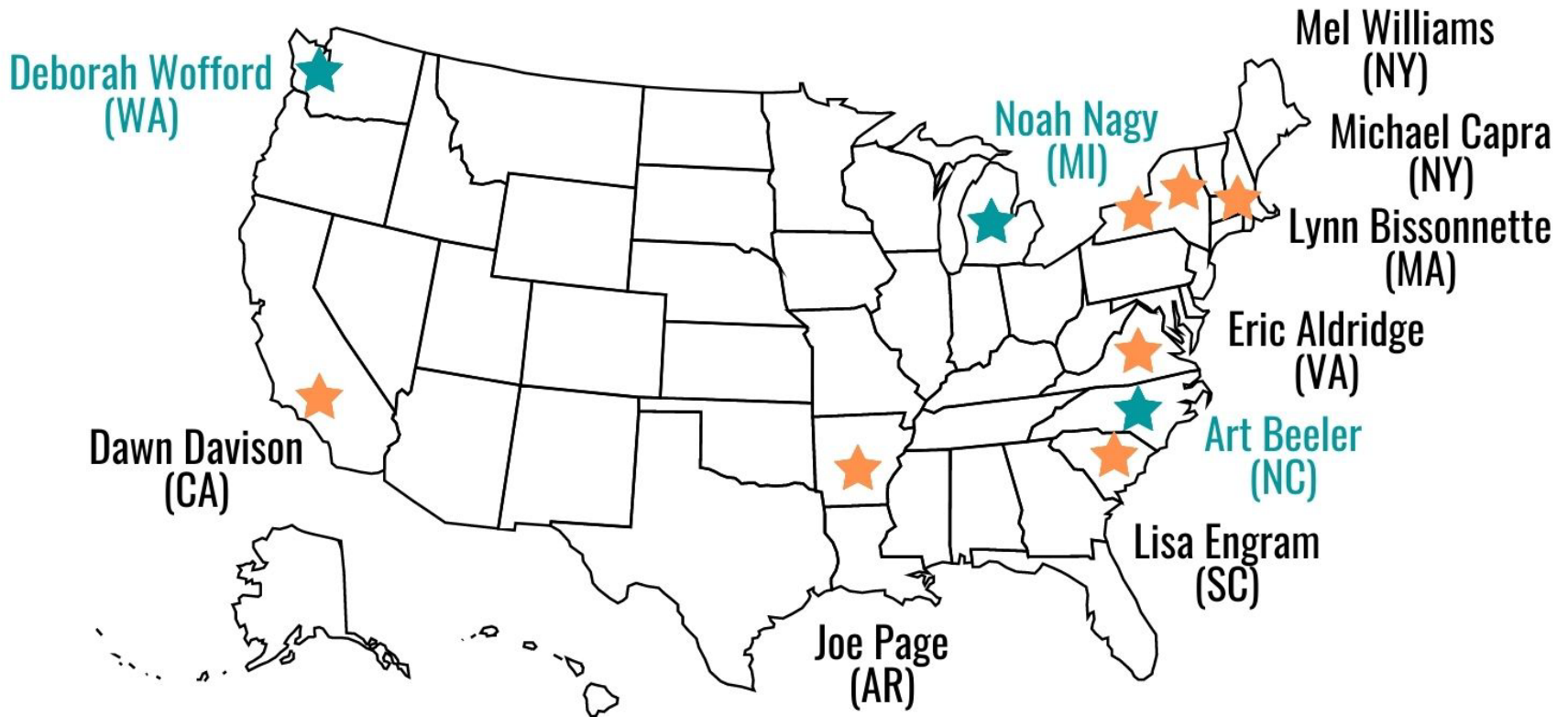


**Jessica Serrano Seipel**

Senior Program Director  
Just Detention International

# Meet Our Task Force

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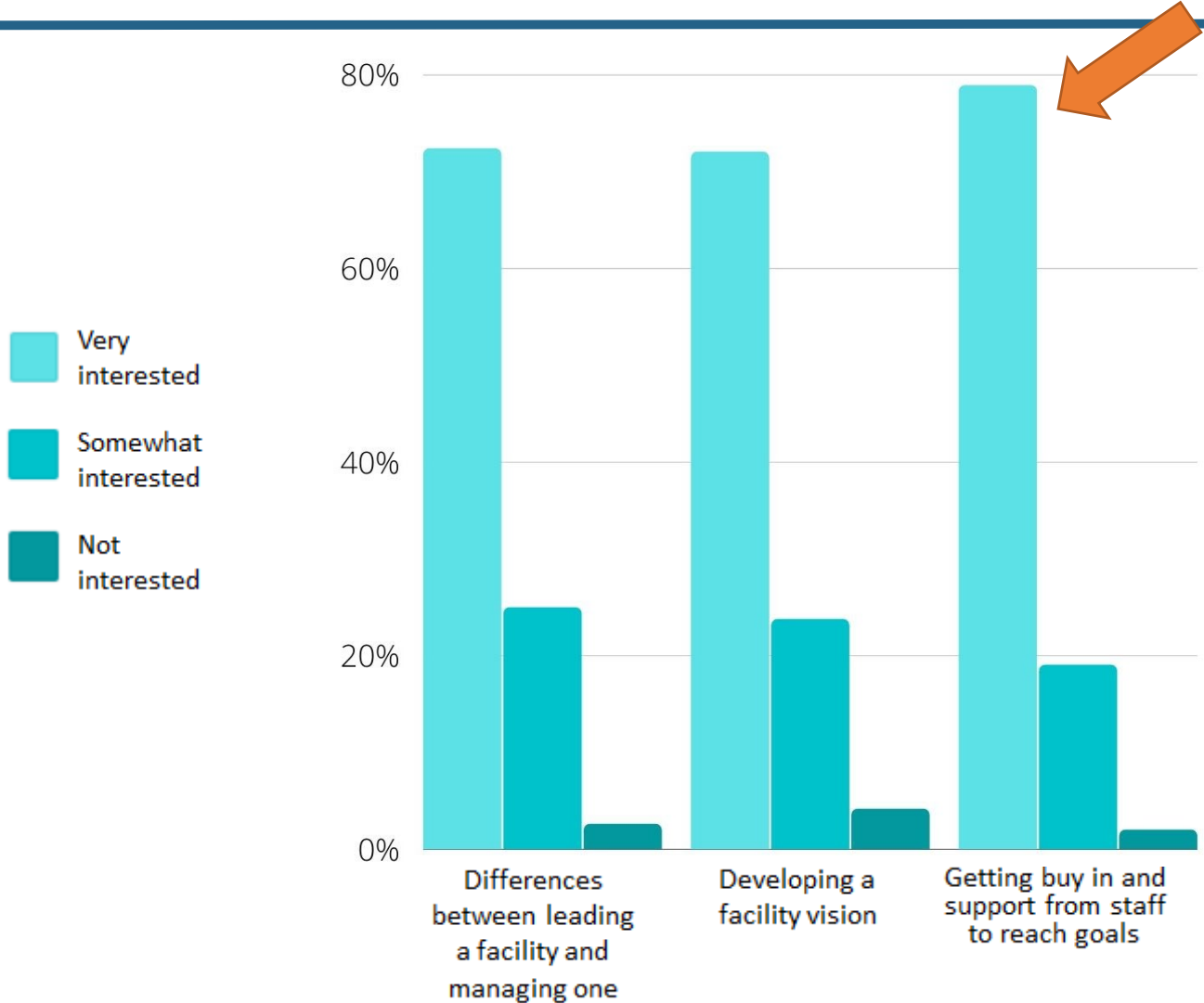


# Summit Intentions

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# Great Wardens Survey



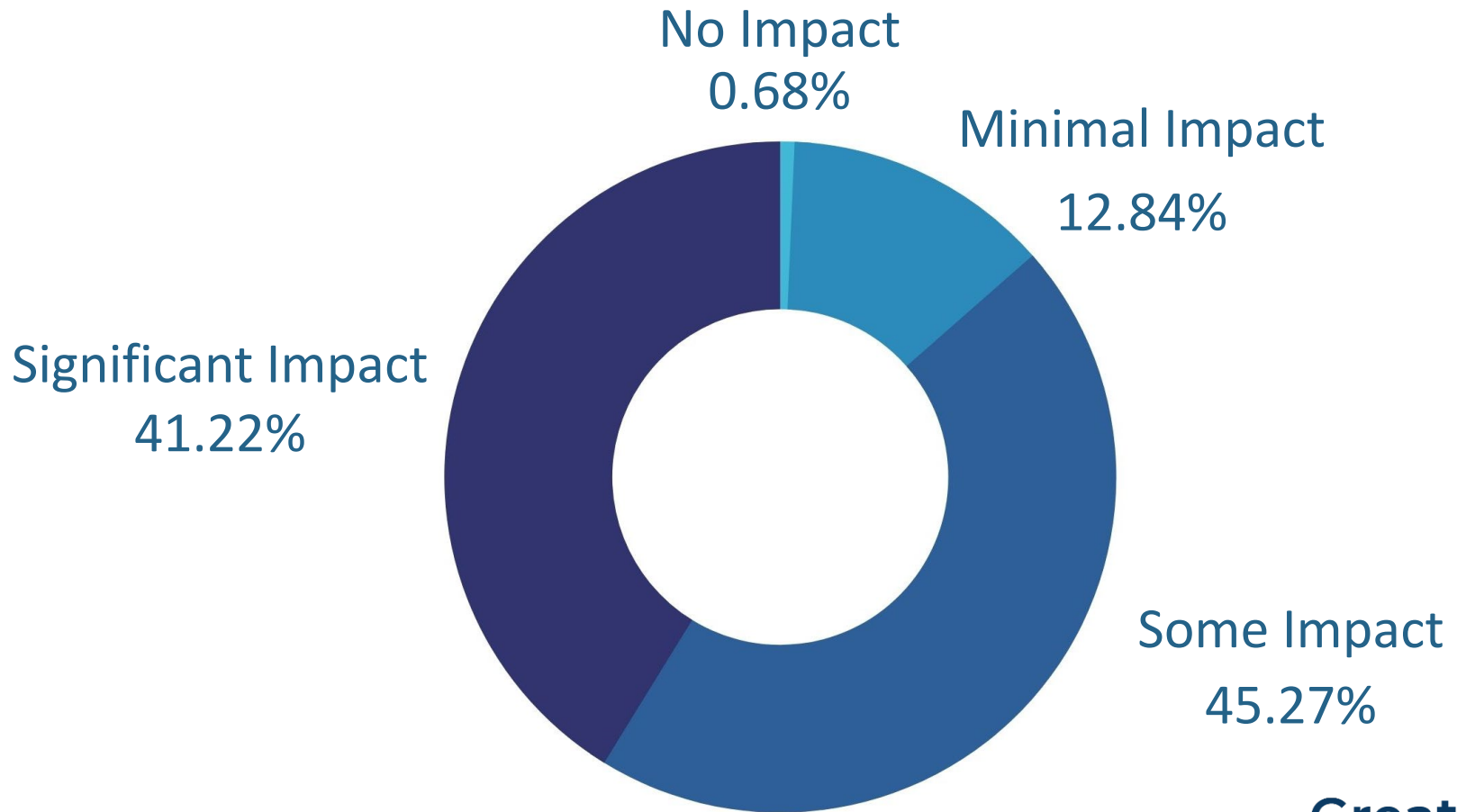
# Strong Leaders

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# Impact of Staff Morale

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# Discussion

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How is staff morale at your facility right now?

# Sources of CO Stress

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<b>Occupational Stressors</b>	<b>Organizational Stressors</b>	<b>Psycho-social Stressors</b>
Exposure to violence	Lack of training and support	Fear and aggression
Role ambiguity	No input in decision-making	Public perceptions
Code of silence	Lack of trust in management	Work/life balance

Source: Correctional Officer Wellness and Safety Literature Review, DOJ

# Role Ambiguity

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“Correctional officers may find that their professional responsibilities are ambiguous or, at times, even contradictory”

Poll: Strongly agree, agree, disagree, strongly disagree

Source: Correctional Officer Wellness and Safety Literature Review, DOJ



Who We Are	What We Do	What We Hope For
<ul style="list-style-type: none"> <li>• What do we believe in?</li> <li>• What is important to us?</li> </ul>	<ul style="list-style-type: none"> <li>• What actions are we taking?</li> </ul>	<ul style="list-style-type: none"> <li>• What does success look like?</li> <li>• What changes because of our actions?</li> </ul>

# Corrections and Trauma

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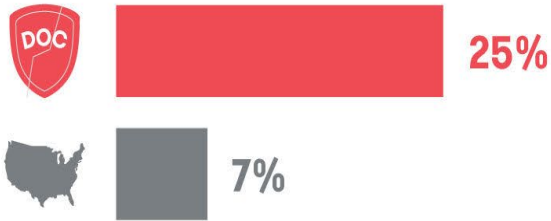
“Corrections wisdom dictates that you deal with trauma by not dealing with it at all.”

Poll: Strongly agree, agree, disagree, strongly disagree

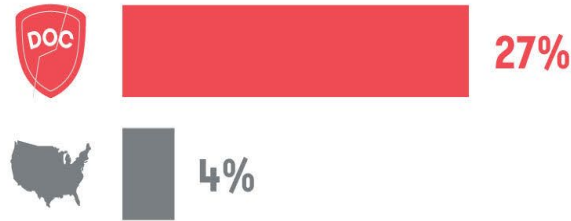
Source: The Guardian

# Corrections officers experience...

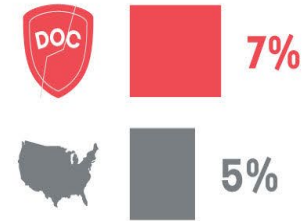
**Depression** at a level significantly higher than the national average.



**PTSD** at a level significantly higher than the national average.



**Suicide** at a rate 39% higher than the working age national population.



**Shorter life expectancy** than the national average.



Sources: For corrections officer depression rates, see box note j, at the end of the report. For national depression rates, see National Institute of Mental Health (NIMH), "Major Depression," <https://perma.cc/GZV8-ZP38>. For corrections officer PTSD rates, see box note j. For national PTSD rates, see NIMH, "Post-Traumatic Stress Disorder (PTSD)," <https://perma.cc/23GX-6YBW>. For suicide rates, see Steven Stack and Olga Tsoudis, "Suicide Risk Among Corrections Officers: A Logistical Regression Analysis" *Archives of Suicide Research* 3, no. 3 (1997), 183-86, 184. For life expectancy statistics, see box note m.

# Purpose of Work

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"Correctional officers generally do not think they are making a positive difference"

Poll: Strongly agree, agree, disagree, strongly disagree

Source: Officer Health and Wellness Survey, UC Berkeley

# Discussion

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How do you show your staff they are making a positive difference?

# Visibility vs. Presence



# Key Takeaways

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- Corrections is a people profession
- A clear, cohesive, and common vision for the future can alleviate role ambiguity and officer stress
- Acknowledging and addressing trauma is essential for staff wellness
- Make your presence felt even when you are not there

# Q & A

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# Get Involved

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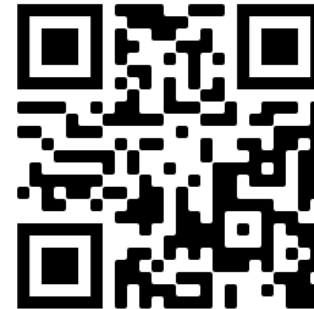
For additional information, please visit our website at:  
[greatwardens.org](http://greatwardens.org)

**Direct questions to:** [greatwardens@justdetention.org](mailto:greatwardens@justdetention.org)

## Connect with JDI:

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 [www.twitter.com/justdetention](http://www.twitter.com/justdetention)



# Save the Date!

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Join us for our next Leadership Summit!

July 28, 2022

10am PT/1pm ET



# Resources

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[Officer Health and Wellness: Results from the California Correctional Officer Survey, UC Berkeley](#)

[Correctional Officer Wellness and Safety Literature Review, US Department of Justice](#)

[Workforce Issues in Corrections, National Institute of Justice](#)

[Building a High-Quality Corrections Workforce, RAND Corporation](#)

['Prison Guards Can Never Be Weak': The Hidden PTSD Crisis in America's Jails, The Guardian](#)



An evaluation survey will automatically appear after this meeting!

# Acknowledgement

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Thank you to the funders of the Great Wardens Project, Arnold Ventures.

