

Great Wardens Project

Identifying and Setting Professional Standards

October 20, 2022

Mission

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

- 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.

Tech Check

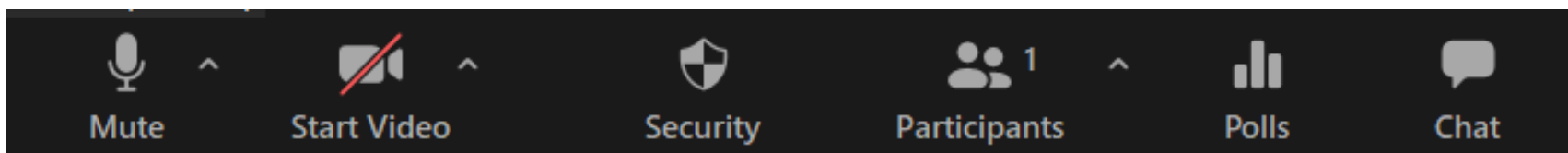
Mute



Video



Chat



Today's Speakers



Dawn Davison

Warden (ret.)

California Department of Corrections and Rehabilitation



Lynn Bissonnette

Superintendent (ret.)

Massachusetts Department of Corrections



Jessica Serrano Seipel

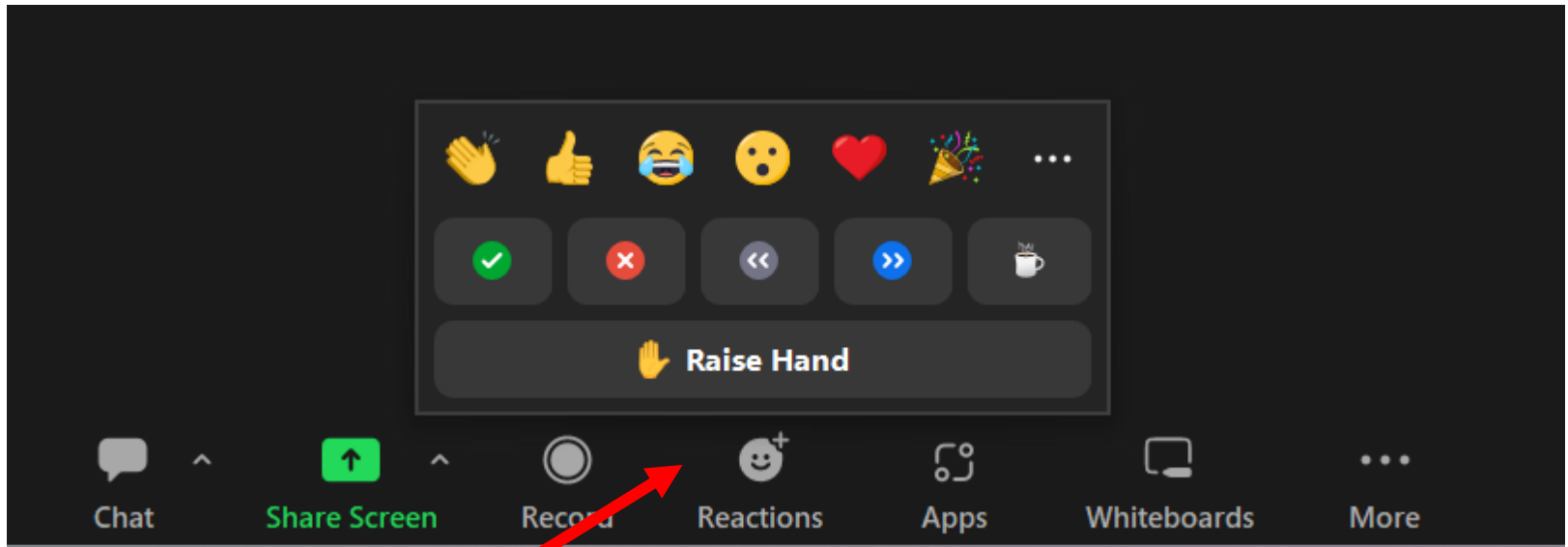
Senior Program Director

Just Detention International

Meet Our Task Force



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Introduce yourself

Enter the screen name you would like to appear alongside your responses.

Name 0 / 50

Continue

Skip

Using a screen name allows the presenter and other participants to attach your screen name to your

What is your favorite part of Halloween?

Candy

Costumes

All things spooky
and scary

When it's over

Year One

- Leadership vs Management
- Leadership Vision
- Staff Wellness
- Self Care for Strong Leaders



Image: Freepik

In one word, what do you think of the following statement: "This isn't just a job, we are family here."

Healthy Workplace Cultures

- Focus on purpose
- Uphold core values
- Define high performance
- Set clear boundaries
- Promotes responsibility
- Inspire everyone to do their best work



Image: National Institute of Corrections

Dangers of Workplace as Family

- Struggle to balance personal and professional
- Loyalty to people over values
- Strengthens a culture of silence
- Employees may feel unempowered
- Gossip and blaming

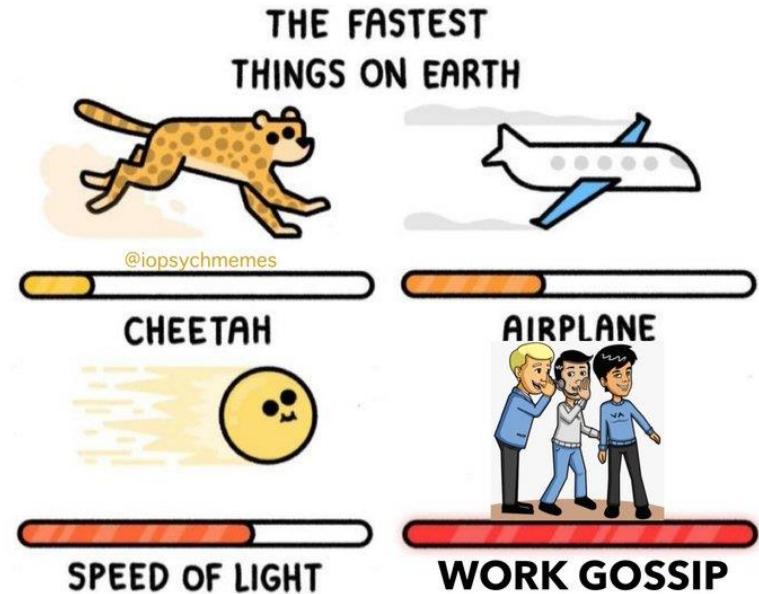


Image: The Grocery Store Guy

Tips for Leadership

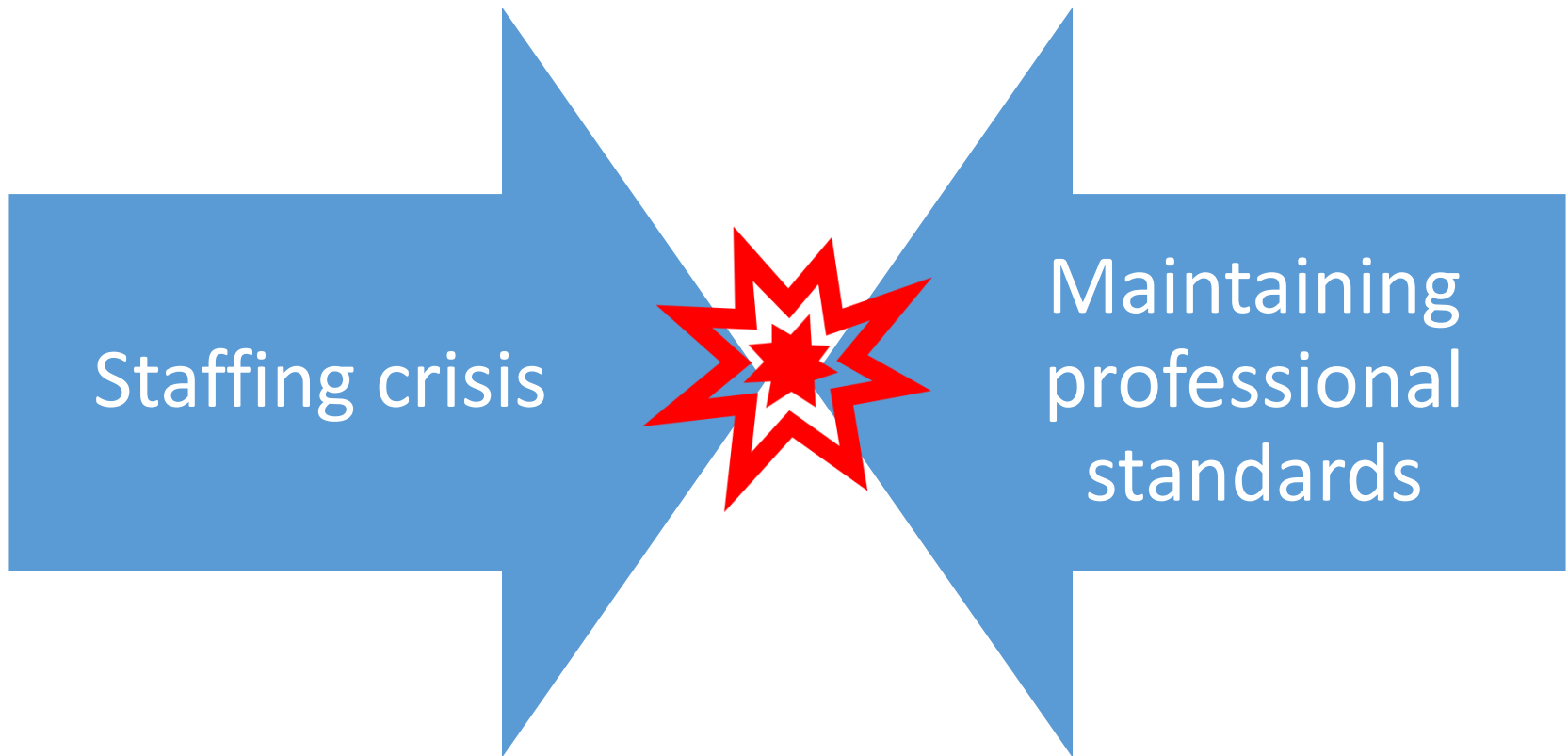
- Demonstrate how to balance personal and professional
- Consider how your words or actions will be perceived
- Seek to understand, then be understood



Image: Lifeworks

How do your staff know what is expected of them?

Leadership Pressures



Identifying Professional Standards

- Agency and facility policy and procedure
- Mission and core values
- Accrediting organizations
- Legislation
- Public opinion
- Leadership



Components of Culture

What people see

What habits people have

What is considered important

What is considered normal

How people communicate

Measuring Culture

In my facility....

- Do people yell at each other or use unprofessional language?
- Are staff behind desks or engaged with incarcerated people?
- Do incarcerated people participate in programming?

The Missing Link



- Core values do not necessarily determine behavior
- Leaders translate core values into actions and expectations
- Reinforced by mutual belief

What do you use to measure success?

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Performance Measures

- Recidivism data
- Staff retention
- Grievances
- Use of force incidents
- Programming completion rates
- Audits
- Staff misconduct
- Discipline records



Image: Wikipedia

Importance of Measures

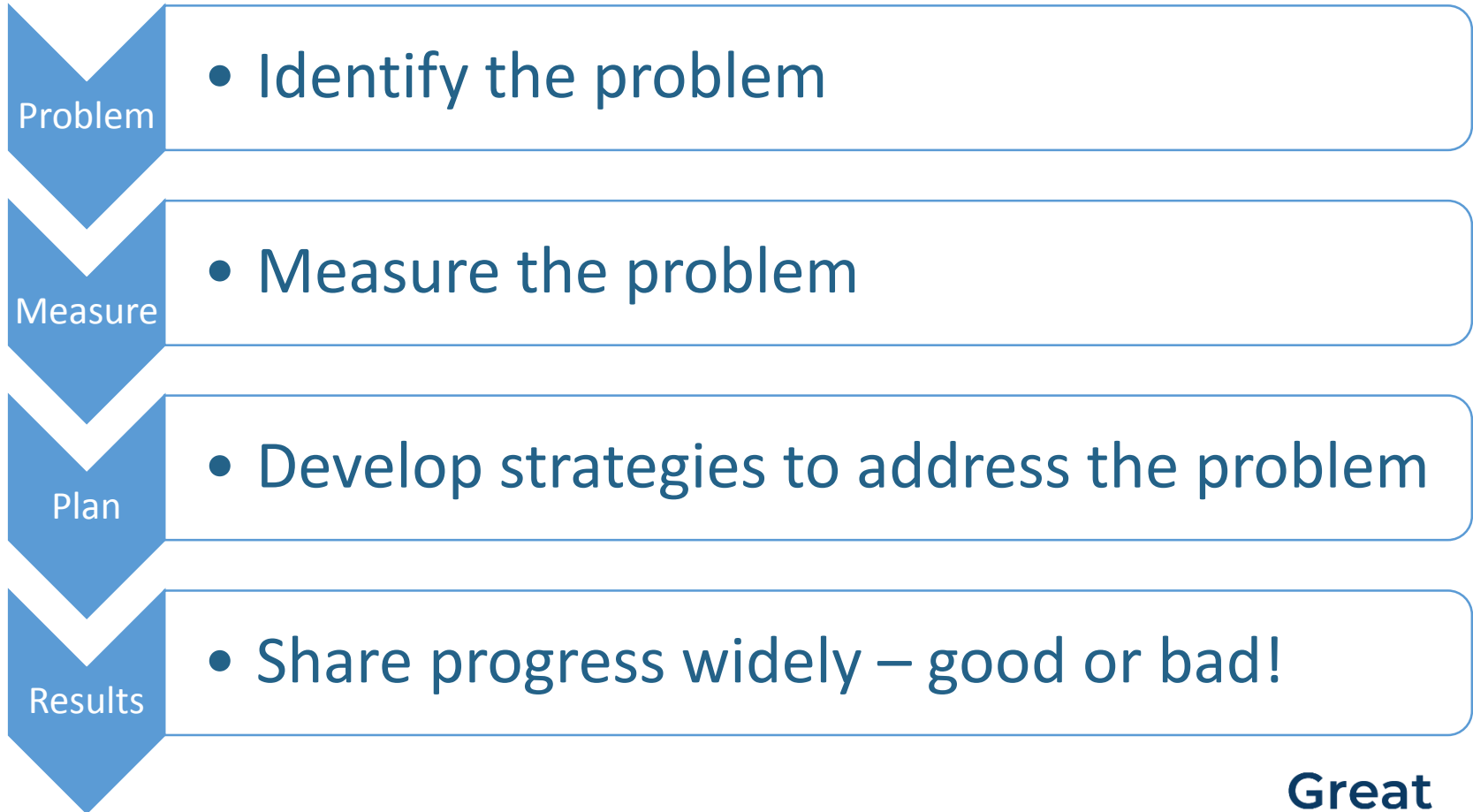
Tracking performance measures can:

- Identify patterns
- Assist during investigations
- Show proof of successes
- Reveal challenges



Image: Conde Nast Traveler

Using Data for Change



Scenario

Step 1: Identify the problem

Several incarcerated people file grievances stating that the disciplinary process is biased against Black people.

What do you do?

Scenario

Step 2: Measure the problem

Review data on the disciplinary process, with special attention paid to race.

What are you looking for?

Scenario

Step 3: Develop strategies to address the problem

Show the data to the disciplinary team. The team denies intentional bias and is surprised by the data.

What next steps do you take?

Scenario

Step 4: Share progress widely

Continue monitoring disciplinary data, and share changes with staff

How do you celebrate successes? How do you shift if your strategy is not working?

Q & A

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Get Involved

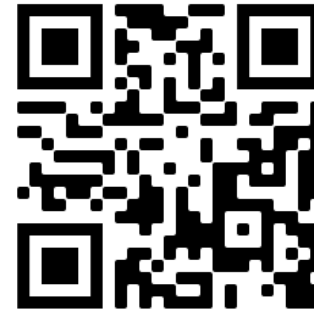
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Upcoming Topics



Navigating Accountability –
January 19, 2023

Staff Retention – April 20,
2023

Women Leaders in
Corrections – July 13, 2023



An evaluation survey will automatically appear after this meeting!