



A Flawless Diamond

10 Strategies for Secure Facility Management



Performance Objectives

Examine two primary contributors to a successful secure detention setting

Discuss ten essential strategies to support a successful secure detention program

Explain the connection between utilization of the strategies and sustaining rapport

Define Community as it relates to detention settings

Do you know this person?

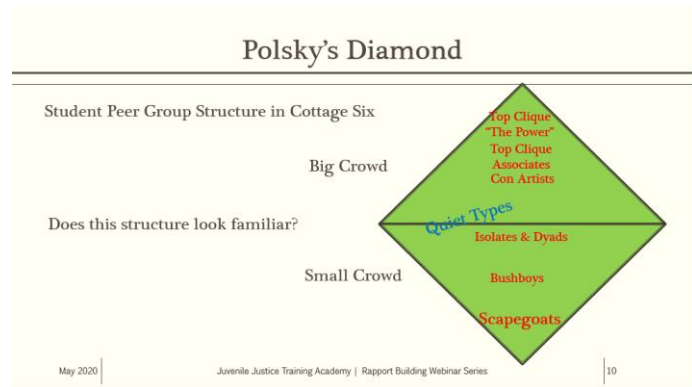
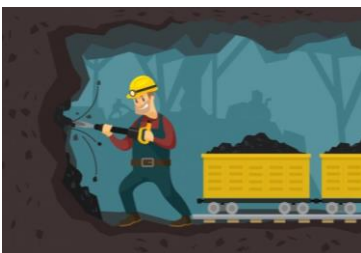
In 1962, **Dr. Howard Polsky** published what became for direct-care workers a classic study of negative youth subculture: *Cottage Six: The Social Systems of Delinquent Boys in Residential Treatment*. Based on his research at a residential school in New York, Cottage Six provided insight into the subculture and relationship dynamics of an adolescent peer group. Fundamentally, Polsky found that the social pecking order that existed in the delinquent residential peer group had significant influence on the activities and behaviors of the individuals within the group. He determined that the group's power structure set up and enforced norms determined outcomes.

Questions to Ponder

How many research studies have you read about juvenile delinquency? _____

How many research studies have you read about staff culture? _____

In a secure facility, which behaviors should we be looking at closer, staff or youth? _____



Can the Diamond Structure be applied to your workplace?



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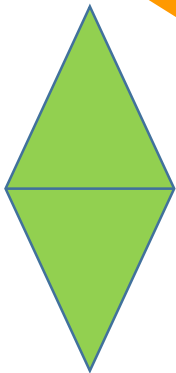
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Your Norms

How do you
create rapport?

10
Essential
Strategies



1. Don't allow punishment to become the norm.
2. It is all about the numbers.
3. Monitor the attitudes and behaviors of staff.
4. Supervisory staff need to stay focused on metrics and outcomes,
5. The degree of stress and burnout in staff is directly related to the degree of role ambiguity.
6. Focus on staff attitudes and behaviors toward youth.
7. The vacuum created by a lack of a cohesive formal facility structure will be immediately filled by the youth's informal program.
8. It is always the other guys.
9. In terms of managing behavior, the most influential person in the program is the person with the best defined job expectations.
10. You have to get out of your comfort zone.

Community – Norms – Rapport
Listen - Observe