



PIO Network Meeting

National Institute of Corrections Aurora, CO

HELD:
June 7-8, 2017

Panda Adkins, Corrections Program Specialist
Report: June 22, 2017

PIO Network Meeting



Day 1: June 7, 2017 / 8:04 AM

Ms. Panda Adkins opened the session and thanked the participants for their attendance. She noted that several folks were hung up in traffic, resulting in a slightly late start. Emergency response forms were distributed and participants were asked to return them by lunch. She identified housekeeping issues such as altitude sickness, restrooms and breaks.

8:15 – Panda shared a power point presentation that outlined the purpose of the PIO Network and the objectives. She further identified the audience for the Network.

Panda then had participants participate in a scavenger hunt as an icebreaker. Following the icebreaker, participants introduced themselves to include name, agency and length of time as PIO.

Jacqueline (Jackie) Kirby assisted Panda with a discussion of a network product: NIC PIO Forum and microsite for the PIO network. The network participants would be the authors of the content, which could include "how tos" that are important for PIOs. The group would decide on the tabs (and dropdown menus). Templates, lessons learned, network meetings, phone directory are options. Participants must contribute to microsite for it to be of value to the group. Opportunity to show what corrections is about, and some of the positive aspects.

Elizabeth Zoby and Billy Matthews, both from the Information Center spoke to the group about the microsite. This year would be the developmental stage. Participants indicated the following possible content items:

- Social Media and PIOs
- Crisis Management
- Positive News Articles
- Examples of Press Releases
- Bridge Statements
- How to notify victims/next of kin, etc.
- Contacts group

Panda requested four volunteers to help Jackie with the initiative; Marc G. Brandy, and Joe agreed to assist. These volunteers will then reach out to the Network.

Components of the microsite could be available to the public while keeping other parts limited to Network participants only via password protection. Jackie asked each participant to be prepared to provide 5 or more concerns or issues that PIOs would like to see addressed. This information should be provided within the next several months; however, the listed provided during the training would be an appropriate starting point.

Panda noted that most of the planning would be virtual.

9:15 Break

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9:30 AM

Mr. Mark Preville and Jackie Kirby presented a segment on *Social Media and Public Information Access*.

- Mark started the discussion with the importance of having a policy and procedure regarding social media - Twitter and Facebook
- One of the first issues was addressing staff paranoia. Push to humanize the badge (even if it is not a function of the agency). People are being targeted because of their uniform. Some staff believe social media puts a larger target on them. It turns out that parents of staff are the primary followers on social media. Jackie commented that her agency has developed an incentive program (e.g., t-shirt for those who submit photos for the website).
- First Amendment issues – *Garcetti v Ceballos* (when citizens enter government service, they must accept certain limitations. Staff have a right to speak as a citizen addressing matters of public concern. Regulations of employee speech can be based on efficient operations and of the people's business,
- A participant shared an experience of a cartoon with staff taking a "no touch" approach to inmates. There was considerable discussion of potential future liability and perception of agency culture.
- Mark indicated that social media violations are more apparent with the 35-50 age group – perhaps because they may not have the same experience with social media. Participants reported that many of the complaints are peer related. If violation seen, must be reported.
- Q: How much should be regulated regarding personal content? The focus should be on when actual names are used. Defense attorneys are using social media pages against law enforcement. Some participants indicated they are challenged because they cannot limit a policy just for the jail.
- Prohibitions:
 - Ethical biases cannot be permitted in a law enforcement. References to protected classes are prohibited.
 - Damaging Speech – Mark shared numerous behaviors that would not be appropriate.
 - "Published is still public. Several examples were shared, and some discussion occurred regarding disciplinary action. The approach Mark took was to download as many examples that were then discussed within the administration to determine what is appropriate and how it should be handled. Some discussion ensued regarding recognizing the totality of the circumstances.
 - Staff should be provided training when hired and as part of in-service.

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- Once participant used community leadership to help develop policy and staff conduct. Secondary benefit - engagement process.
- A participant noted that even if there is not a policy violation, the "indiscretion" should be reported to the employee's chain of command. As PIO it is important to follow up on issues that raise questions even if there is not a specific violation.
- A discussion of underlying bias occurred. One participant noted that inmates who have not been around other races may be placed in a cell together.
 - Transgender issue – these are new issues. Very confusing for a lot of people.
- Discipline – progressive and in some cases immediately.
 - Q: Who makes the determination? If PIO cannot address the issue, it is forwarded to investigations.
 -
- Social Media – agency – "impressum"
 - Disclaimer / Impressum.
 - Julie Tappendort and Patricia Salkin (Social Media and Local Governments, indicate that if you have it on your website, you can delete (but would typically hide)
 - Facebook will permit the page as an "official" page. Otherwise Facebook owns the page. Some cases are being litigated now.
 - If you block someone on social media account, provide/document justification or be subjected to government censorship.
 - Community effort is okay, but religious focus/views not permitted. Additional discussion – distinction between what is specific to a religion, but being more generic may address the concern.
 - Retweeting – Be specific that it is not supported.
 - Informational purposes only - "not endorsed"
 - Accepting friends - with limits.
 - Can limit older posts.
 - Discussion regarding departmental pages and personal pages. Separate sheriff page and official department page if possible.
- Public access to information
 - Jackie initiated the discussion about public access to information.
 - CJRA – Criminal Justice Records Act – defines criminal justice agencies. It is important to understanding the laws in your own state. Policies vary between agencies.
 - Nashville provides all information and the request does not have to be as formal. Art of the issue is the implication for records response times.
 - In the spirit of transparency, if it can be released, it should be. Often, the media will not use the information.

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- If denying a CJRA request, complete a public interest analysis outlining the reason for denial.
- Mandatory release – records of official action; Prohibited – contrary to Statue or Court Order; Discretionary Release – contrary to public interest – must conduct public interest analysis
- Discussion ensued about in-custody deaths and what information should/not be released. The agency needs to determine the direction prior to incidents.
- To what degree are arrest shots released to the public – need to know state laws. Recent case law may impact the release of photos (e.g., the 6th Circuit now focuses on a person's right to privacy).
- Slides for this lesson are provided in Appendix A.

The Art of Crisis Leadership – Mr. Rob Weinhold

- Former Baltimore Law Enforcement Officer; COPS; Business Experience.
- Building, Strengthening and Defending Reputations Each and Every Day
- Shared experience of fellow officer shooting. Noted that law enforcement uses organizational muscle memory – everyone needs to play their part.
 - PIO Job – to keep the facts straight
- Two slides were presented showing corporate brands – some were positive and some were negative.
 - For some agencies, short term adversity turned into long term advantage
 - Reputational equity – everyone has a personal and professional brand
- Crisis will occur – how you respond is critical. If you don't tell your story, someone else will.
 - Instinct and experience
 - Planning is power
 - Need to be predictive every day
 - Triggering Event – impacts people, assets, brand
 - 7 categories of crisis – natural disaster, technological, confrontation, malevolence, organizational misdeeds, workplace violence, business relations (media, HR, lawsuits)
- Mismanagement is one of the most significant crises. 64% results from smoldering issues rather than sudden issues.
- Recommendations
 - Know you stakeholders (professionally and personally)
 - 15 – 70 – 15 (15% advocates no matter what; 15% detractors) – focus on the 70% who are looking for how you deal with the issue.
 - One reason for the message is to lend perspective
 - During a critical time – people would rather follow a leader who is wrong rather than no leader at all.
 - A video of the MD governor and Baltimore City mayor interviews during the Baltimore was shown.
 - Resilient moment communications model
 - What happened?
 - What caused it?

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- What are the effects?
- What is being done about it?
- What needs to be done in the future?
- Adage - Shovel bad news by the shovel full, not by the teaspoon
- In a crisis, most staff will give the best possible version. The conversation is in the social media world.
- What are you doing to farm good news in your organization. Are you telling your story or waiting for the crisis?
- Ambush –
 - Sudden and unexpected
 - Off anticipated topic
 - "By the way...."
- Dealing with the ambush:
 - Be predictive – anticipate
 - Be polite – Good question, but I would like to be better informed.
 - Ask questions – "can you clarify...."
 - Retain control
 - Change rules of engagement –
- A participant asked for a suggested response for the ambush when you know it will be misused. Rob suggested: "I think this is a very important topic – I need more information, will get back to the *news organization*." Take issue to high level of organization. Issue with the reporter – approach reporter. If no action – take it to a higher level.
- Group Exercise: The participants were divided into groups of 4-5. Three scenarios were distributed among the six groups (one scenario would be used by two groups).
 - Groups 1 and 4 – Sexual Misconduct.
 - Groups 2 and 5 – Mental Ill Inmate Commits Suicide –
 - Groups 3 and 6 – Transgender Unclothed Search.
- Leadership
 - Predictor of success – who you surround yourself with?
 - How do you come across to your team?
 - Optimism is the key
 - Leading with purpose and conviction.
 - Resilient Leadership – integrity, communication, decisiveness, optimism, Responsibility, resilient culture (interdependability), behavior body armor (taking care of self)

Day 2 – June 7, 2017

Start time: 8:15 (bus arrived late)

Debrief of the previous day – table groups were asked to discuss their thoughts about the mock press conference held Day 1.

- Beneficial – helped to understand the importance of being prepared; use words that are very clear.

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- Failsafe – matter is under investigation. Consider pulling back on that statement. Maintain confidentiality and with appearance of transparency.
 - Right now – taking witness statement, reviewing documentation
- Remain calm, stay on topic and control the interview.
- Smoldering issues – significant consideration
- Social media – we don't monitor your social media, but defense attorneys do.
- Tell our story first, before the media does.
- Optimism – work and life balance.
- The network opportunity is essential to provide exposure for PIOs. Be prepared to minimize the ambush.
- Had to concentrate on the information that was available and not expound on information that does not exist.
- Reinforced that there are many different agencies of different sizes and locations. One participant expressed that the group "gels" well together.

Panda asked for participants to think about what improvements would have helped Day 1.

Julie will provide a list of bridge statements for the online forums and/or microsite.

8:30 Recruiting and Retaining the BEST employees.

Julie Brooks, Brandy Huemper, and Philip Stelly

- Connect with the HR department
- Julie asked the group to identify if they are working on their brand. Many reported affirmatively.
- Branding is important (image, tagline, what you put on social media)
 - Especially when it comes to recruitment
 - New staff are "brand ambassadors"
 - Ethical decision making
- Issues: staffing shortage, burnout, overtime, overages (budget impacts) – are there opportunities for budget for branding opportunities
- Embrace your brand – understanding the brand. Relationship to the mission. Goal is to make every employee a brand ambassador.
- Develop unique selling proposition such as Orleans Parish: "start your law enforcement career with us." A participant raised a question about taking this approach, are you getting people who are willing to stay to consider supervisory positions?
 - Discussion ensued about various agencies experiences. Role of civil service employees, certified deputies, pay increase after three years in the jail, seeking professional correctional officers, CSOs - civilian position to allow people to opportunity to have experience and decide on career, military recruiting).
- Recruiting goal?
 - Where do you focus
- Recruitment Market – request a budget

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- Social media (Twitter, Facebook, Instagram, YouTube, Snapchat, Spotify) web banners, LinkedIn, Indeed.
- A participant discussed Discover Corrections software– launched approx. 5 years ago. AJA attempts to drive traffic toward Discover Corrections.
- Traditional and non-traditional job fairs (need to use staff who can speak to the job). Examples of recruiting for nurses were provided.
- Cultivate the employees who like their work
- Recruitment marketing
 - Traditional media (publications, television and radio, outdoor advertisement)
 - Cost-benefit analysis.
 - Potential for recruiting video.
 - Thinking outside of the box
 - Opportunity to fast track hiring or consolidating the process (ability to attend various meeting – can't get off regular job).
 - Smooth on-board process
 - College campuses, Veterans, Employer support of guard and reserve (ESGR)
- Screening
 - Hiring the right employee for the right job aids in retention
 - If they cannot meet the requirements now, is there an opportunity to hire the person for a different job until the applicant can meet the requirements?
 - Revisit areas with a high failure rate.
 - Exit interviews, tours in advance of hiring, more OJT, orientation (open house with families)
- Retention
 - Losing people to police departments – is it a money issue; losing new staff because of schedule; losing people because of the relationship with their supervisor (potential for reverse 360 degree appraisals).
 - "Hire for character; retain for competency"
 - Mentoring programs; training for middle managers
 - Leadership initiative in Virginia for regional jails – building a cadre of future leaders. Certification for jail officers and jail managers.
 - Leadership needs to connect with corrections staff, and show support. Value of the work.
 - Several recruitment videos were shown – must understand the market, and create a video that will respond to the market.
 - Employee appreciation – awards, movement in the organization
 - What are the reasons for leaving. Lack of opportunity?
- PIO role
 - Know internal process
 - Know who to engage
 - Know – training, HR, volunteers and community ambassadors
- Technology
 - Recruiting millennials (none are applying on paper); documentation in general needs to be electronic.
 - Tracking employee information

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- It is not the number, but the type of applicant.
- NeoGov – government application program.
- It is important that PIOs be connected with all aspects of the organization.

Slide for this lesson are provided in Appendix B.

Staff Wellness – Dr. Jaime Brower

Panda introduced Dr. Brower and reminded the participants that this segment is designed to support the PIO participants.

- Dr. Brower provided an overview of the presentation including resiliency.
- PIOs are saddled with some of the realities of the job: shift work, long hours, crisis driven unpredictability, public scrutiny & misconceptions, media negativity, politics, stupid questions/stupid people, lost holidays/events; off duty / on call; work demands your time while at work and at home; held to higher standards, danger and injuries, no end in sight.
- Participants shared some of their frustrations of late night calls and being ambushed without having any information to prepare.
- Characteristics Developed – the work changes people. Sick humor, inappropriate stories at inappropriate times, shop talk; everyone becomes suspect; tiny circle of trust that's earned not given; phone avoidance – accidental phone destruction; withdrawal and isolation; evasion of occupation "I work for the city" and "Adult Day Care; communication styles (passive aggressive); over-analyzing or none; desensitization; stress and drama response – sleeper syndrome; zoned in – zoned out; changing in parenting style; changes in friendships.
- Dual roles and conflicts at work and at home (not wanting to make decisions at home).
- Coworkers can make work more difficult; importance of self-reflection. Importance of attitude and our ability to control our attitudes. We tend to "prime" ourselves / the lens through which you view your world.
- The key to keeping balance is knowing when you've lost it. Who is the person who is the bookmark – who can make a point about your own behavior – and you will listen. Identify when we are in trouble: Deviation when baseline: frequency, duration, intensity, interference (behaviors are off). Cumulative effect of many incidents over a period of time sometimes you can self-correct and sometimes it requires input from others.
- "Holding it together" is about being professional.

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- Resources: develop a list of resources; formalized peer support program, EAP, post critical incident intervention and follow up, yearly mental health check, have someone you trust be your bookmark, family training (sponsor a family night). The participants discussed experiences of the need for debriefing. She advised that everyone should conduct a yearly mental health check by talking with others, share experiences from previous year and ask of others: "have I changed?"
- Work/Life Balance: Maintain family nights and date nights; set health boundaries with technology; When on vacation – leave work behind; develop multiples identities (widen/expand perspectives), manage your stress (both the triggers ad the chemistry) – (give up what you would least regret; sometimes must acknowledge you can't). Develop a healthy notion of control (3 questions – Am I the ultimate decision maker? Is there anything else that can do to positively impact that you haven't tried? Do you do better when you ruminate on it? – if the answer is no, stop it); overall wellness has many aspects (work is only one small part of overall wellness, keep perspective); Develop a Personal Wellness Action Plan (if controllable – develop an action plan to correct it; not controllable – develop a coping strategy or adaptive perspective. (Is it a problem to solve or something to cope with).
- Coping – mitigation: avoidance (if possible), inoculation (preparation for what is going to happen, provide as much information as possible to others), decontamination (debrief, important for PIOs). Goals of trauma recovery: Moving trauma from a thought to a memory (brain must play scenario over again until the brain finds a place to store it); rebuilt assumptions; restore the comfort zone.
- Resilience: Qualities of resilient people:
 - Optimism, grounded in self-efficacy (belief in self) – faith (allow others to make decisions as well)
 - Decisiveness – avoid paralysis by analysis.
 - Honest, integrity, and ethical behavior – set yourself up to sleep at night
 - Ability to create meaning and purpose
 - Ability to positively reinterpret a negative event (find the meaning and purpose – if necessary, ask others for help with perspective)
 - Encourage other by creating an environment of safety and trust. Lead with honesty
 - Perseverance and Tenacity
 - Social support and connectedness – multiple identities
 - Coping skills: humor
 - Healthy notion of control
 - Seeks help when needed

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Hot Topics

Panda introduced the next steps to prepare for the next PIO Network session. Karen facilitated a discussion of hot topics. The hot topics included the list from previous years, plus hot topics added by the group.

- Juvenile Justice (0) (holding juveniles in adult facilities)
- Grants (Stepping Up, MacArthur) (2)
- Health Care (10) (mental health, wellness, detox, affordable care act, medication assisted treatment)
- Programming for females (1)
- In-custody death (13)
- Diversity of Demographics (1)
- Criminal Justice Reform (6) (Specialty courts – drug, Veterans, mental health, teens, homeless; bail reform; jail facilitator)
- Technology (e.g., video visitation)
- Use of Force (9)
- Drug Contraband (0)
- Anti-law enforcement rhetoric (4)
- Repeat Offenders (0) (Jail Resources / Reentry)
- Population Management (8) (females, transgender, restrictive housing, jail facilitator, crowding, expansion)
- ICE Detainers (16)
- Community Alternative Program Development (1)
- Social media case law updates (9)
- Managing Crises (1) (negative press)
- Covering own news/external or community relations (18) (being own news outlet)
- Sharing PIO Role (2)
- Media access (0) (authorized, unknown, scanners)
- Third party politics (0)

Covering our own news OR External/Community Relations

"Beating the media at its own game: How to develop and disseminate your own content"

Topics:

- Being proactive in your own message
- What to do when media relations break down?
- Utilizing and building existing partnership = message tree
- What is the best equipment and applications?
- How do you affect public opinion with media?
- Being predictive and developing answers to questions that haven't been asked yet

Speakers

- Denver Police Department
- Adam, Lexington County Sheriff's Office
- Arlington, TX Police Department

POC - Adam, Lexington County Sheriff's Office

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ICE Detainers

Topic

- Immigration/legislation/policy/community education
- What is it? (Request/State law/civil/constitution
- Policy
- New immigration forms: "are they constitutional;" what are they? Provide samples.
- Understanding arrest/detaining
- Myths – misinformation (sanctuary); community education.
- Do you honor or not honor the request?
- Lawsuits / legislation

Speakers: Kristen Dark (Phil, Derrick, Marc); ICE agent, immigration attorney

POC: K. Dark

Health Care

Topics

- History
- Overall cost/budget – including medications and staff → who pays
- Medicaid → continuity of care, medical recidivism
- Case studies (examples): pregnant females, women's health, mental health, physical health, transgender, SUD
- CIT for officers
- Appropriate housing (NIC)
- Solutions = diversion
- Data collection and usage
- Placement – medical pawle? Parole??

Speakers:

POC: Tim and Kevin

In Custody Deaths – Laura, Janelle, Brandon, Bill, Hope, Shawn

Topics

- Being consistent with what is released based on circumstances/ how it is released.
- What can be released (per state laws).
- Checklist > following steps of policy/procedures; type of deaths (homicide, suicide, natural); being able to explain the facility's process.
- MOU with local police departments.
- How to deal with incidents of negligent deaths (classification, medical, officer); questions from media.
- How it effects facility image/branding.

Speakers: Laura, Brandon, Bill; possibly an attorney.

POC: Laura

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Tim Woods – NSA

- Here to learn about needs, so they can be prepared with potential grant funds.
- NSA has lots of committees but there isn't one for PIO.
- Stepping Up – mental health in jail; opioids. NSA has resources to provide kits.
- Sheriff magazine – would love to have members – but would also like to have articles written.
- Chelsey Rider (c.rider@sheriff's.org) Twitter – 18004247827/www.sheriffs.org
- IACP – has a PIO committee
- Q: would a presentation by PIOs help get the committee
- Q: is there training available for the narcan – NSA provides training and technical assistance, public health,
- 3000 sheriffs throughout the nation, started in 1940. Legislative staff to push legislation that supports sheriffs; 40 staff; certifications for jail supervision (jail assessments; jail trainings).
- Reno Conference – June 23-28.

Bob Kasabian – AJA

- 1983, HQ Hagerstown MD; mission – reach jail personnel (approx. 10,000); Magazine, sent to every jail; AJA alert newsletter. AJA.org; twitter and Facebook, Linked IN. Technical assistant. IConnect. Leadership Academies; command academy; jail executive development; webinars, workshops, jail expo; certifications (officer, manager, trainer); legislative involvement.
- Press inquiries - . attempt to enlighten the public.
- The jail is a community facility – like the library or schools.
- Participants were welcomed to reach out to AJA.

Ah ha's / Takeaways

Feeling empowered as a "one man" operation.

Wellness is important.

Sense of worth

Excellent interaction

Thanks to Panda

Recruitment – hire for character and retain for competency

Empowering to know that everyone is dealing with the same issues

Appreciate scalability of the topics – takeaways for small jails as well.

Books discussed during the network:

Social Media and Local Governments; Julie Tappendorf & Patricia Salkin

The Art of Crisis Leadership; Rob Weinhold & Kevin Cowherd

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Participants:

Julie Brooks
Jeff Chute
Veda, Coleman- Wright
Simon Crittle
Kristen Dark
Tim Fuss
Marc Gofstein
Jennifer Graumann
Laura Gray
Hope Hicka
Laura Hull
Derrick Jackson
Robert Kasabian
Brendan Kennedy
Jacqueline Kirby
Branday Kuemper
Kevin Maccioli
William Maer
Tom Mapes
Joe McCrea
Latanya Mells
Adam Myrick
Allison Nock
Mark Preville
Sean Rhode
Janelle Scott
Philip Stelly
Brandon Stratton
David Thaxton
Timothy Woods

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**U.S. Department of Justice
National Institute of Corrections**

Dates June 7-8, 2017:
Program Number: 17J2001

Jail PIO Network Meeting

Agenda

Day 1		
Time	Topic	Presenter
8:00 am	Welcome and NIC Overview	Panda Adkins
8:15 am	Participant Introductions	Panda Adkins
8:45 am	Network Product	Panda Adkins / Jacqueline Kirby
9:15 am	Break	All
9:30 am	Social Media and Public Information Access	Jacqueline Kirby / Mark Preville
12:00 pm	Information Center	All
12:30 pm	LUNCH	All
1:30 pm	Crisis Management	TBD
4:30 pm	Adjourn	Panda Adkins
Day 2		
8:00 am	Welcome and Review from Previous Day	Panda Adkins
8:05 am	Recruiting and Retaining the BEST Employees	Julie Brooks/ Brandy Kuemper/ Philip Stelly
10:05 am	BREAK	All
10:15 am	Staff Wellness	Laura Gray / Cavin Harley / Joe Hose / TBD
12:30 pm	LUNCH	All
1:30 pm	Hot Topics & Network Product	Panda Adkins /Facilitator Recorder
2:00 pm	Breakout Sessions	Participants/ Panda Adkins/ and Recorder- Facilitator
3:00 pm	Breakout Session Debrief / Topic Assignments next meeting	Participants/ Panda Adkins / and Recorder - Facilitator
3:30 pm	Association Updates	Associations
4:00 pm	Network Meeting Debrief	Panda Adkins
4:30 pm	Adjourn	Panda Adkins

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