

CORRECTIONAL OASIS

A PUBLICATION OF

DESERT WATERS CORRECTIONAL OUTREACH

A NONPROFIT FOR THE WELL-BEING OF PUBLIC SAFETY STAFF AND THEIR FAMILIES

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WIDOC Rolls Out Staff Suicide Prevention Program

In April 2013, the Wisconsin Department of Corrections (WIDOC) began discussion regarding a cross-divisional collaboration to address a need for Staff Suicide Prevention training. This was due to the unfortunate fact that WIDOC had lost several staff to suicide over the years. After an extensive review of the research in the area of suicide prevention for correctional/ law enforcement personnel, it was decided to endorse the evidence-based Question, Persuade, and Refer (QPR) curriculum.

Through grants and DOC funds, the department was able to certify 39 staff members to train the QPR curriculum. New trainers were identified and chosen based on the following criteria: work location proportionate to need, level of commitment, and supervisory recommendation. Due to the large number of staff employed within the Department of Corrections (DOC), a strategic training plan was developed and implemented through the Staff Suicide Prevention sub-committee. A department training plan was necessary to not only estimate costs associated with the QPR training initiative, but also provide a road map outlining how staff could be trained on the curriculum over the next 24-36 months. An important aspect of the plan was assuring each region/area across the state was well positioned with an adequate number of certified QPR trainers.

There are five groups of DOC staff identified as the target audience to receive the training. These identified groups are: current DOC employees, Agent Basic Training, Officer Pre-Service, New Employee Orientation, and the Supervisory Development track. Attendance at these training sessions has been voluntary with over 1,000 staff having been trained thus far. The training feedback from staff has been overwhelmingly positive with comments noting how necessary they feel the training is, and how positive it was to have training that focuses on staff wellness/suicide prevention.

The WIDOC has about 9,500 staff from 4 Divisions. These Divisions are: The Division of Adult Institutions (DAI), The Division of Community Corrections (DCC), The Division of Juvenile Corrections (DJC), and The Division of Management Services (DMS).

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DWCO Services



WIDOC Rolls Out Staff Suicide Prevention Program (continued from page 1)

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Since 1998 WIDOC has lost 39 staff to suicide that we are aware of. This is an average of 2 per year. Knowing this unfortunate reality, there was an identified need for staff suicide prevention training. This training initiative is highly supported by all levels of executive and upper management. QPR was chosen due to its recognized evidence based curriculum.

To begin the process of moving toward QPR, WIDOC hosted a staff wellness/suicide prevention 4-hour training titled, "In Harm's Way," at a DOC site in the fall of 2013. This training reached 300 staff members thanks to the administrative support and requirement of divisional attendance.

In September of 2013, a grant was received from the Charles E. Kubly Foundation as the first source of funding to provide QPR Train-The-Trainer classes along with some of the required training materials. After completion of this Train-Trainer, QPR was introduced to Division of Adult Institution employees mostly at DAI facilities in January 2014. In June 2014, the WIDOC funded 5,000 QPR training booklets for staff. In July 2014, the Staff Suicide Prevention Subcommittee was formed. The sub-committee operates under the umbrella of WIDOC's Employee Services Program Advisory Committee. This subcommittee was vital in developing sustainability, providing oversight, along with needed credibility to move forward and ensure all staff received QPR training. The Staff Suicide Prevention Subcommittee authored a strategic training plan that was approved by WIDOC's Executive staff in August of 2015. This training plan outlined the details of QPR training along with monetary requests, resource information, and the regionalized approach rationale.

In October of 2014, due to the positive feedback the WCA Board of Directors received about QPR, the DOC QPR trainers were invited to train at the Wisconsin Correctional Association (WCA) Conference. A second round of QPR trainer certification training was funded by WIDOC in October of 2015 for 22 strategically chosen WIDOC staff to provide additional coverage to the regions throughout the state. A standardized training PowerPoint and lesson plan was created for distribution to all trainers to ensure consistency and ease of training, in addition to making sure key identified training talk points were emphasized.

In the fall of 2015, the department offered eight (8) QPR training sessions across the state to the 200 plus WIDOC Peer Supporters as part of their annual update training. Formal rollout of QPR training for WIDOC staff began in February 2016. Also in February 2016 all Supervisors, Administrators and Management staff were trained in QPR at the Supervisors Summit. The work of the Staff Suicide Prevention sub-committee has provided the needed structure and a systematic approach needed to train QPR across the state. The key components put in place to make the QPR training initiative successful include: the addition of a formal subcommittee, additional trainers, a strategic and regionalized training plan, and the support of executive leadership.



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WIDOC Rolls Out Staff Suicide Prevention Program (continued from page 2)

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Being able to provide QPR training has been an extraordinary achievement. It's an employee wellness training program that focuses on staff on a sensitive and complex subject taking into account the culture of corrections, stigma of suicide, and mental wellness concerns. This is a much needed change of our culture. It protects the well-being of staff and provides them the tools to ensure that we know exactly how to care for one another by learning all that QPR has to offer. QPR teaches staff about suicide risk factors, warning signs, how to ask someone if they are thinking about suicide (and that it's okay to do so), along with persuading them to get the help they need, and referring them to outside professionals.

There have been many known contacts made as a result of staff utilizing QPR on other staff. These contacts have occurred with staff from a variety of classifications and titles across the department. As a result of the use of QPR staffs identified as struggling are now doing well. These are only reported contacts so it is difficult to calculate the impact as a whole of all the nearly 1,500 staff that has been trained in QPR. Depending on what one were to use to measure success, we believe that showing staff that the department cares enough to provide a staff suicide prevention/wellness training is success above and beyond the QPR training itself. There has never been a department-wide staff wellness initiative such as this in the history of the WIDOC.

There have been countless hours put into this initiative, both personal and professional. The team of dedicated staff has relentlessly continued to advocate the importance of QPR training, funding, and need for a culture change. These were all barriers to creating a department wide initiative that not only advertised that it was for all staff, but also provided the planning and ability to reach all staff.

This employee wellness initiative of staff suicide prevention could certainly be replicated by any other agency. With commitment and support from your Executive Leadership, along with a dedicated work group of staff who are committed to addressing this sensitive issue of changing the "tough guy/girl" culture in corrections, this staff mental health program could be highly successful.

The examples provided here of how WIDOC has achieved success in our staff suicide prevention initiative did not occur without a number of challenges along the way. There were other competing initiatives, budget limitations, questioning of intent, and value of such a program. However, with persistence and open lines of communication we quickly came to the realization that staff is only as good in their jobs, for themselves, their family/friends, and communities as they are well. This training initiative is truly unique given it has helped staff feel valued as the emphasis is on their mental health rather than on the inmates. Given the program is specifically for all staff it was quickly noticed and well received. In the end, QPR training is an investment in staff that is our greatest resource. Healthy and productive staff members make for a safer environment for both staff and the population in our custody.

Submitted by the WIDOC Employee Services Program, Staff Suicide Prevention Subcommittee.

Desert Waters is Awarded Two El Pomar Foundation Grants

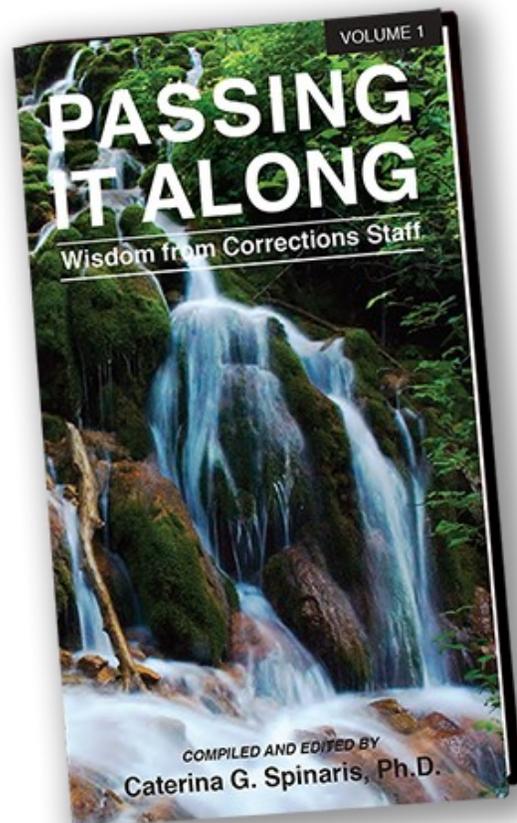
We are exceedingly grateful to El Pomar Foundation for its award to Desert Waters of a Central Peaks Merit Grant of \$2,500.00, and a Central Peaks Regional Grant, also of \$2,500.00, both for general operating support. The grant awards were based on the recommendation of Colorado State Senator Kevin Grantham.

New DWCO Book!***Passing It Along: Wisdom from Corrections Staff***

The articles in this book were written by seasoned corrections staff. They offer a compilation of basic principles and tips—based on hard-earned experience—for ways to have a successful and satisfying career in corrections, as well as a good home life. The ultimate goal of this book is to promote the wellness of individual corrections professionals and the health of corrections workplace cultures. This is the first volume of what we hope will become a series of volumes that are composed of articles written by corrections professionals and also their family members.

Chapters:

1. How It All Began, by Caterina Spinaris
2. New Officer on the Block, by the Old Screw (*His identity is revealed in the book!*)
3. Presence, by Alice Domann
4. Doing the Right Thing, by Anonymous Jail Sergeant
5. I Stand Corrected, by Janet Narum
6. Being an Encourager, by Jason Horn
- 7: Swimming in the Cesspool, by Chad Leivan
- 8: Two Paths to Correctional Fatigue, by Gregory Morton
- 9: Path to Self-care, by Alice Domann
- 10: One Year Smoke Free!, by Anonymous Corrections Professional
11. Emergency Preparedness for the Heart, by Anonymous Corrections Professional
12. Cut or Culled from the Herd?, by Susan Jones
13. A Solid Partner, by Phil Haskett
14. Down Time, by the Old Screw
15. “What’s Better about Me as a Person as a Result of Working in Corrections?” by Gregory Morton
16. Of What Qualities Are Effective Corrections Staff Comprised?, by Joe Bouchard
17. In Closing, by Caterina Spinaris

**Passing It Along:
Wisdom from Corrections Staff**
Caterina Spinaris, Editor**Special Introductory Offer**
\$3.99 per copy plus S&H**Through August 31, 2016*****After that date, \$5.49/book plus S&H**
Bulk order discounts

Endorsements of

Passing It Along: Wisdom from Corrections Staff

What some veteran corrections professionals have said about Desert Waters' newly released book, *Passing It Along: Wisdom from Corrections Staff*.

Working in the correctional field can be both rewarding and challenging. We don't always realize the effects that being in such an oftentimes negative environment can have on our personality and soul. This booklet provides real life experiences from folks who have walked in your shoes and truly get what you do. I believe the experiences shared here can be of benefit for staff just starting on their correctional journey, and also serve as a reminder for staff who have done their time. Thank you, Desert Waters, for giving the corrections professional a place to feel appreciated and understood!

~ Pamela J Ploughe, Warden (Retired), Colorado Department of Corrections

A great book, full of valuable insights and useful information. A must read for new and experienced correctional professionals alike.

~ Lt. Brent Parker, Fremont County Sheriff's Office; Colorado Department of Corrections (retired)

This volume tells the frank truth about "criminal justice," and I do not mean the "PC" version, but the honest, day to day life of loyal, dedicated, selfless professionals who serve and protect our society. It is poignant, candid, broad-brushed, and directed in a meaningful manner to those interested in entering the field of corrections, as well as those presently serving in corrections. The application of this information from the newbie to the seasoned veteran can help promote healthy public safety for the inmates, personnel, and the society at large.

~ Ron Sands, LMHC, CEAP, Jacksonville Sheriff's Office (retired)

For those who walk the walk and complete the circle of law enforcement that lies deep within the shadows: these articles are written for you. They are written by front line warriors who have shared in our battle, both mentally and physically. And within these articles we find some rarely spoken truth about our profession.

~ Anthony Gangi, host of tier talk and corrections one columnist



Let's Talk About It – Suicide

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When was the last time that you talked to an inmate or a correctional client about their suicidal feelings or actions? Most corrections people talk to inmates or clients about issues surrounding suicide quite often. It is what we do. Moreover, after the first couple of times, we do it well. I have seen many corrections people have a kind, caring conversation with an inmate who is contemplating suicide with as much ease and professionalism as having a conversation about a work referral process. We know that many of our clients have a history of suicide attempts, or they have considered making an attempt. We also know that it is our job to try to prevent them from taking their own life.

I could go on about our legal obligation to protect the people we are charged with supervising. I could also talk about the risk that a suicidal inmate poses for the staff and other inmates – but I won't. I want us to consider, just for a moment, the ease with which we deal with this potentially volatile conversation and the "facts" that we know about this process. Then, I want each of us to consider using those same skills when we deal with each other and with people in the community.

You see, I have a friend that has been dealing with depression during the past five years. One day she started to tell me about it and, of course, I asked her whether she had any suicidal thoughts. She started to cry and told me that I am the only friend she has that will talk to her about this very dark part of her illness. She has many other friends who work in corrections and none of them will have a real conversation with her about this very serious issue.

I was surprised and saddened when I heard this. I reflected on why these same people who I know deal with suicidal issues on a frequent basis, were not able to help their "non-corrections" friend without feeling the social stigma that goes along with this topic. This particular instance is not the only time I have seen this type of reluctance of highly trained corrections professionals, turning away from having a real conversation with a friend about suicide.

I am amazed that as corrections professionals we can deal so effectively with inmates but we don't want to see this issue with our friends. I know this is a part of the stigma that goes along with suicide and suicide attempts, but I also believe that if we can normalize this conversation, we will very likely become better able to help each other.

The awareness of the number of suicides among correctional staff seems to be increasing, and leaders are creating programs or calling for studies into the reasons behind the deaths. I know that with each suicide comes a very complex set of circumstances and there is not one simple solution. However, I also know that we as corrections professionals are ideally situated to help with this crisis. We must begin to talk to each other, both at work and in the community, with the same level of professionalism and concern as we do with inmates. We need to become more comfortable with having this conversation when the need arises, and make it a key part of taking care of each other and ourselves. By talking about it, we can bring the issue into the light and quite possibly make a difference.

The Value of Validation

© Copyright 2004, 2016 Caterina Spinaris, Ph.D.



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A prior version of this article was published in the Correctional Oasis, September 2004 issue.

When I meet with corrections staff I may ask them, “Where does much of your work stress come from?” The response I get rather consistently is, “Other staff.” Why is that? What is this about?

I’ve often wondered whether the overall impact of working in corrections—the continual need for vigilance, work overload, time pressures, exposure to danger and trauma, and inadequate sleep (due to shift work, MOT, and even nightmares) can result in staff being irritable, having a “short fuse.” Corrections Fatigue in general can result in a propensity toward behaviors and moods which do not promote positive interactions. (My brief definition of Corrections Fatigue is the cumulative impact of multiple types of stressors on corrections staff.) Examples may be agitation, anxiety, angry outbursts, cynicism, mistrust, and indifference towards others.

It is easy for irritability, cynicism or any other negative behaviors and moods to translate into cutting answers or other knee-jerk abrasive reactions toward others. Instead of displaying empathy and understanding, we may come across as uncaring, judgmental, uncivil and downright hostile. Instead of coming across as supportive, we may put others down, knocking the wind out of them. This of course damages trust and creates a “pins and needles” type of workplace, where staff feel psychologically unsafe and on guard around other staff. This happens even when staff know that they need one another for the job to get done, and for all to go home “in one piece” at the end of the workday.

For example, as a supervisor, part of your job is to ask people to stay over when you’re running short. You know that your staff will likely get upset about having to change their personal plans yet again. How are you going to approach them about the MOT? You have choices. You can validate their distress when they react to the news negatively. You can even anticipate that reaction, and express your concern to them upfront when you ask them to stay over. You can do that by saying something like, “I realize that this is very frustrating and upsetting to you, and that it is also very hard on your family. I know. Been there. And you know how many called in sick today, and what the minimum required staffing levels are. I very much appreciate your being here and helping us out once again.” Or you can opt to tell them gruffly that they knew MOT was part of the deal when they accepted the job, and that you don’t want to hear any complaints. Which of these approaches are more likely to earn you staff’s cooperation (and perhaps even their increase of trust and respect for you), and cause the least amount of passive resistance or hostile exchanges?

What we’re talking about here is the interpersonal strategy of VALIDATION. Its gist is letting others know that we “get” and, furthermore, value, respect and take seriously their point of view and their feelings. Validation is like the oil that greases the gears of human interactions. It keeps them from grinding. My experiences in counseling for over 30 years has convinced me that validation is powerfully effective in reducing relational friction and ill will. This simple, no-cost intervention can earn cooperation, and can help de-escalate and even prevent conflict.

(Continued on page 8)

Who among us does not relish being treated with respect? And who among us does not wish to have our feelings, choices and concerns be regarded as legitimate and worthy of serious consideration? We appreciate being understood by others. And understanding in this case means something deeper than simple comprehension. We desire to be *validated*, to be treated as though our thoughts and concerns are worth noting and that they make sense.

Validation is the “proof of the pudding” regarding true sensitivity to others’ needs, feelings and state of mind. Validation stems from our ability to empathize with others by considering their preferences, their background, and their current situation. Validation communicates to people that their thoughts, emotions and actions are *understandable* to us given their present circumstances, their needs, their temperament, and their history. Even though other people’s behavior may make little sense to us or we do not agree with others’ choices, we can still validate them. We can do that by pointing to even a kernel of legitimacy as to how they feel, a nugget of common sense or wisdom as to what they think, what they choose, or how they act. We may say something like, “I see where you’re coming from in thinking about it in this way.”

When we need to ask for change in another’s behavior, our request gets accepted a lot more easily when we validate the other person first, and then tag on our request, linking the two with the word “And.” (Using *And* instead of *But* reduces the chances that people will feel opposed by us and get defensive.) For example, “Given your past experiences at the other facility, I can see how to you this was an acceptable option. And I need to bring to your attention that policy states _____. Next time, what needs to happen is _____.”

In the heat of an argument a quick way to help calm down an agitated person may be to validate their feelings. Doing that can lower the emotional temperature in the room. “I can see how you took it this way, why this bothered you.” Or, “No wonder you felt uncomfortable! I might have felt the same way in your shoes.” Or, “I understand why you’re not happy about this.”

Perhaps the easiest people to validate are people we like and with whom we are on good terms. Validation comes naturally with them. “Of course you’re bummed! And I get why. I see your point.”

Validation is not so easy to offer when there is competitiveness, mistrust, resentment or animosity between parties. In these cases we may fear that validating the other person is like giving in to them, like we conceded that they “won.” That is not the case at all. Being able to validate a person who we don’t feel close to is evidence of our integrity, objectivity and self-control. It shows that we are taking the high road. It is also likely to make interacting with that person easier at that point and also down the road.



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Validation is especially effective in tense interpersonal exchanges when the other person knows that we do not agree with them, and/or that we do not condone their actions. When they realize that we are trying to see past our own agenda and that we are making an effort to grasp their viewpoint, they are far more likely to, in turn, try to consider our perspective. And we may even earn their respect in the process. (At least to some degree.)

A key point that cannot be overemphasized is that **validation does not mean agreeing with someone**. We’re not telling them that they are right. Validation has nothing to do with condoning a person’s behavior.

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By validating, we are not conceding ground. We are not excusing inappropriate choices. Validation simply communicates that we understand how someone's behavior—however unacceptable to us—came about, usually stemming from valid needs and wants that people may have attempted to meet in inappropriate ways. And so, when we do not accept a behavior as appropriate, after we validate, we can proceed with confronting and making requests for change. "Given your bad experiences in the past, I can see how you got really fired up, and you overreacted. And what I want you to do from now on is follow procedure by doing _____, and then document what happened."

In summary, if we'd like to enjoy smoother interactions with others, we need to put ourselves in their shoes prior to responding to them. Consideration pays off. Empathy pays off. Validating others based on thoughtful consideration of them, their position and their circumstances can pay off in abundance. And what goes around comes around. That is, when we validate others, we increase our chances of ourselves being treated with respect and understanding by them. So let us aim to validate others as a regular practice, just as we desire to be validated ourselves.

And here I leave you with a review and a few more thoughts.

WHAT VALIDATION CAN DO

- Validation can help de-escalate tensions and calm people down, making it easier for them to put their emotional weapons aside during an interpersonal conflict.
- Validation can help soothe people's distress.
- Validation can help build trust. People tend to open up and share their inner lives more with us when we treat them with respect and consideration.
- Validation can help build good will. It increases the likelihood that others will cooperate with us and respond positively to our requests.

VALIDATION EXAMPLES

(How does it feel to be on the receiving end of comments such as these?)

- ⇒ "Sounds like you're frustrated because you got here on time and they're running late again."
- ⇒ "Given your prior work experience, I can see why you chose to walk away. And I'd like to take this opportunity to share with you how we handle this type of situations on our team."
- ⇒ "What a bummer!"
- ⇒ "I know. This is a handful."
- ⇒ "You really tried. And what I expect from you next time this happens is...."
- ⇒ "In your shoes, I might do the same thing."
- ⇒ "I can see how you came to feel this way. And..."
- ⇒ "I can see why you handled it this way. And..."
- ⇒ "Yes, it would be nice if we could have that!"

WHAT VALIDATION CANNOT DO OR IS NOT TO BE USED FOR

- Validation does not guarantee that others will respect us, appreciate us, or cooperate with us. That is, validation does not provide a guarantee that our relationships with people whom we validate will improve. Some people may choose to keep a wall up in spite of our most skilled efforts at validating them.
- Validation is not to be used without sincerity, to manipulate others. If we try to use it in that manner, sooner or later others will catch on, that our comments are not genuine. They will not be likely to trust us again.

EXAMPLES OF LACK OF VALIDATION

(How does it feel to be on the receiving end of comments such as these?)

- ⇒ "You have no reason to be upset."
- ⇒ "I can't believe you chose to do that!"
- ⇒ "I don't understand how you could say that!"
- ⇒ "You're overreacting. There's nothing to this."
- ⇒ "Your actions make no sense!"
- ⇒ "You are being ridiculous!"
- ⇒ "This is the stupidest thing I've heard!"
- ⇒ "Stop whining."
- ⇒ "It could be worse!"

Staying Well: Strategies for Corrections Staff

By Caterina Spinaris

Second Edition

Revised and expanded

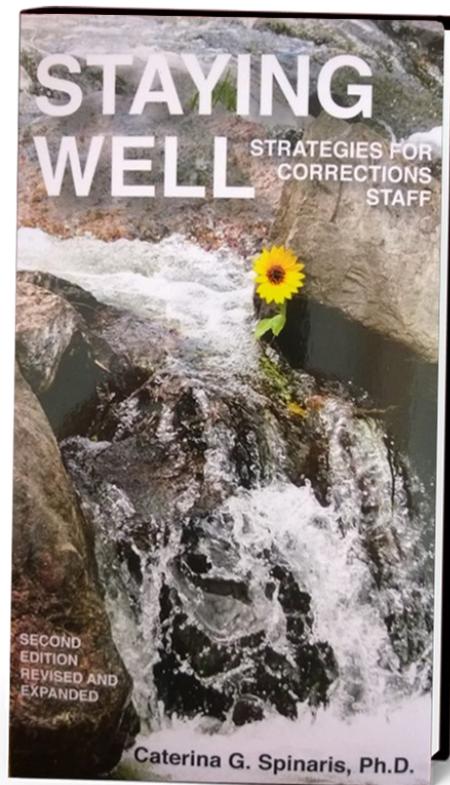
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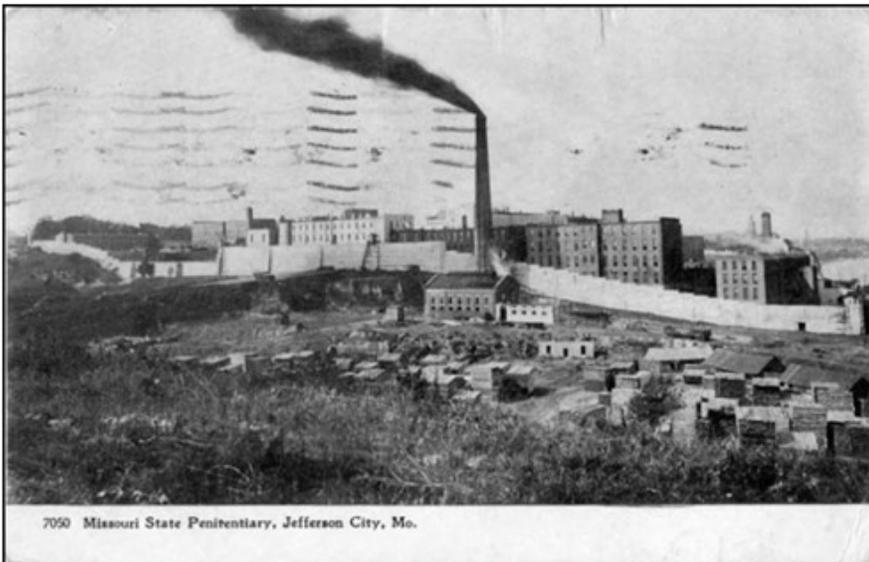
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Old Screws By the Old Screw

I am an old screw which is a lot better name than some of the names we used to be called. I think back on my life as a prison guard and can't believe some of what we went through. We for the most part lived through it. Our training was more on the job than real training like today. I never thought of myself as macho, or big, bad and tough. The funny thing is I can't remember being scared in 35 years of doing this work. I and others like me had a job to do and we did it. Some of us died, were crippled or maimed for life. No matter what happened, if you were able to, you reported for duty your next shift.

It was different with inmates then. You had convicts, and you had inmates. You mainly only worried about convicts if they really wanted something. Inmates you didn't believe if they said the sun was shining. Of course we trusted none of them, but as long as you were fair, firm and consistent you would build up respect with both groups.

We had no radios, night sticks, mace. We just had us. Usually there was little if no back up until they found Staff. We had no female Officers.



This photograph shows part of the lower yard and the industries compound at MSP.

When I first started, it was at MSP— Missouri State Penitentiary—in Jefferson City, Missouri. It was called one of the bloodiest prisons in the United States, and at that time it lived up to its reputation. It sits on the Missouri River, and even working towers was something else at times. When the fog would roll in, you could see nothing on the ground. The fog would come up to the bottom of your tower platform. In some towers you could watch cottonmouth snakes crawl into the bottom of your tower. Your tower orders were IN CASE OF ATTEMPTED ESCAPE, THE ATTEMPT WILL BE STOPPED. The old timers would tell us new guys, “Master Control must hear over our open tower mikes 2 shots.” Which shot was #1 and which was #2 was our choice.

You learn it's not easy being a Prison Guard. (That's what we were called then, and sometimes we're STILL called that, even now.) Your neighbors think you are a cop. When I first moved my family to Jefferson City, MO, we moved into a housing project called Goat Hill. I was met by some of my new neighbors, and not nicely. “We don't like cops, and things happen to their cars,” and such. I told them, I'm not a cop and only have one rule. You leave me and mine alone, and I will leave you and yours alone. If anything happens to my car, I will sabotage every vehicle on this hill to get the right person. When we moved in, the first thing I took to our new home was my sawed-off 12-gauge double barrel shotgun. Cars on both sides of mine were messed with, but never mine. We had no trouble the whole time we lived there.

I guess if you had to be a new screw, MSP was the place to be. I worked all shifts for a while, but liked graveyard the best. I talked to other Officers about that, and they said I couldn't get graveyard as my shift. I talked to a Captain and was assigned to graveyard shift. Everyone was surprised.

I worked all shift posts, but slowly found myself to trouble spots. I guess I was just too dumb to run. It got to where when I received a call from Master Control, I just asked, "Where is it, and what's wrong?" I was just a screw, but it was made plain real quick, if I was pulled, I was in charge. I never figured that one out. When the Shift Commander said you're running it, he meant it. Mental ward, seg units, max lock-ups, double cell blocks with problems. I guess because I didn't judge them, I slowly built up respect. One night I had been pulled and put in J&K Hall. I was making rounds and a convict stopped me and asked why I was working there. My answer was that I was assigned. He said to watch myself in the morning. The next morning there was a work strike that turned into a riot. Lucky me.

I was one Officer out of 33 to get a raise while at MSP out of 309 Officers. I was not told why. I left after 2 years and started in Kansas State Penitentiary for \$50.00 a month more then I was making at MSP. How I walked out in one piece only the good Lord knows. I heard that many of the fine Officers at MSP were killed or hurt after I left to work KSP.

I am proud to be an old screw and, as some inmates told others, one of the coldest SOBs in the joint. God bless all my Corrections family I worked with at MSP, and the ones that ended their shifts the hard way. When I left, the Dept. Warden told me if I ever wanted to come back, if there wasn't a slot, he would make one.

In short this was my life at MSP as a screw. May be if you like I will write more about the other Prisons I worked at.

The Old Screw
MSP



This photograph shows F/G Hall, part of B cell house, bottom of B cell house, segregation and maximum unit at MSP.

Desert Waters

Correctional Outreach



*a non-profit organization
for the well-being of correctional
staff and their families*

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IN MEMORIAM

Kelly McDermott

May 14, 2016
USP Florence, FBOP

Sgt. Jorge Ramos

May 1, 2016
South Florida Reception Center, FLDOC

Cynthia Halterman

April 25, 2016
Producer/Project Manager KSPS Public TV

Quote of the Month

**“An error doesn't become a mistake
until
you refuse
to correct it.”**
~ O.A. Battista

Many Thanks!

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of Desert Waters.**

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To promote the occupational, personal and family well-being of the public safety workforce through the provision of support, resources and customized data-driven solutions.