

# 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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## DWCO Services



## Corrections Fatigue & Corrections Fulfillment—In A Nutshell

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### Corrections Fatigue

Corrections Fatigue is a term I coined in the year 2000. Corrections Fatigue is a broad "umbrella" term that aims to capture the combined and snowballing effects of repeated exposure to an array of occupational stressors that are essentially unavoidable in corrections work settings. Here is the latest definition:

*Corrections Fatigue is the cumulative negative change over time of corrections professionals' PERSONALITY, HEALTH and FUNCTIONING, and of the CORRECTIONS WORKFORCE CULTURE, as a result of insufficient and/or unhealthy individual and/or organizational coping strategies and/or wellness resources necessary for healthy adaptation to the demands of corrections work.*

Said more simply, Corrections Fatigue is the gradual and progressive wear-and-tear of body, soul and spirit of staff as they repeatedly experience high stress workplace events of various types during the course of their careers. Corrections Fatigue affects individuals, teams, and eventually even the entire workforce culture of corrections institutions and offices.

Negative changes characteristic of Corrections Fatigue may interact, resulting in self-reinforcing consequences—the proverbial "vicious cycle"—with effects/outcomes of Corrections Fatigue becoming causes/sources of additional Corrections Fatigue impinging upon the corrections workforce.

When corrections workplace cultures become unhealthy as a result of sufficient numbers of individual staff being affected in this manner, then counterproductive values, core beliefs, thinking patterns, and behaviors become the norm. Staff in these workforce cultures may even become resigned to working under such conditions, accepting them as "the way we do things in corrections."

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### Corrections Fatigue & Corrections Fulfillment (continued from page 1)

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The impact of Corrections Fatigue exists on continuum of severity from non-existent or mild to extreme. Corrections Fatigue is NOT a clinical term. It is not a disease, although at the more severe end of the spectrum, staff who display Corrections Fatigue signs may be suffering from health conditions.

The workplace stressors that affect the development and progression of Corrections Fatigue can be conceptualized as falling in three broad categories: (a) operational (related to operations, such as staffing, shift work, work load, and certain policies and procedures); (b) organizational (related to the workplace culture and managing people—whether employees or offenders, such as interpersonal conflict, and certain management practices and leadership styles); and (c) traumatic (related to exposure to incidents of violence, injury and death, whether directly or indirectly).

Stressors related to staff's personal lives, perhaps preceding their corrections career, may additionally constitute areas of vulnerability and risk that interact with workplace stressors.

To measure Corrections Fatigue in a quantitative way for groups of staff, Desert Waters' researchers constructed the Corrections Fatigue Status Assessment, a psychometrically sound assessment instrument, now in its fifth iteration (CFSA-v5; Denhof and Spinaris, 2014). According to the CFSA-v5, Corrections Fatigue affects nine distinct but related dimensions of functioning of the corrections workforce. These are, in alphabetical order: Behavioral Functioning, Leadership Supportiveness, Meaning, Moral Injury, Morale, Outlook/Disposition, Psychological Safety, Staff Reliability, and Staff Supportiveness. And as was stated earlier, when these areas are negatively impacted, they in turn become the source of further Corrections Fatigue for a workforce.

As shown through the CFSA-v5<sup>1</sup> and through other studies<sup>2</sup>, research supports the notion that a broad spectrum of consequences of Corrections Fatigue exist in varying degrees in the corrections workforce, in both institution and community corrections environments. These consequences must be increasingly acknowledged, studied, and understood. When they are minimized or overlooked, they end up permeating and shaping the workplace culture in lasting negative ways, culminating in reduced staff wellness, substance abuse, decreased job performance, employee misconduct, absenteeism, high turnover, and increased staff suicide risk.

### Corrections Fulfillment

Corrections Fulfillment is a term I coined in 2006, to describe the combined outcomes of healthy professional and personal practices of corrections staff and of healthy corrections workplace cultures. Here is the latest definition:

*Corrections Fulfillment is the cumulative result of corrections professionals' EFFECTIVE COPING STRATEGIES and WORK ENGAGEMENT, and the POSITIVE QUALITY of the corrections workforce culture.*

And as effects of Corrections Fatigue become causes of more negative outcomes, similarly, Corrections Fulfillment has a positive snowball effect as well. Increases in Corrections Fulfillment permeate workforce cultures, creating a positive and supportive workforce climate where resilience-promoting behaviors are practiced, shared, and modeled. This facilitates the personal growth and professional development of corrections professionals, which in turn can promote more Fulfillment.



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Corrections Fulfillment starts with a reduction in negative changes associated with Corrections Fatigue. It then moves to increased resilience (the capacity to bounce back after negative experiences), increased well-being, and increased job satisfaction. And at the peak of Fulfillment, staff may experience Post-traumatic Growth, their development as people and as professionals after facing traumatic events. Post-traumatic growth may involve, among other types of transformation, an increased appreciation for relationships, deepening spirituality, increased capacity for compassion, and increased gratitude for and appreciation of life.

Reduction and prevention of Corrections Fatigue and the promotion of Corrections Fulfillment require persistent, multi-faceted, and system-wide improvement programs that target change at both the organizational level (“top down”) and the individual staff level (“bottom up”).

Such improvement efforts encourage and model sound core beliefs and values, positive styles of staff interaction with both other staff and with offenders, and health-promoting self-care practices. They include the provision of affordable and effective wellness resources, ongoing staff wellness assessments, and education on a regular basis on data-driven resilience-promoting strategies and wellness-promoting behaviors. The aim of these interventions is to increase understanding of strategies that can reduce Corrections Fatigue, and implement ways to attain and maintain Corrections Fulfillment across an agency—staff well-being, work engagement, and quality of life.

We at Desert Waters Correctional Outreach are dedicated to continue to develop evidence-based educational materials and interventions for corrections professionals and their families. The overall well-being and functioning of corrections staff both at work and in their personal lives is our goal.

<sup>1</sup> Denhof, M.D., & Spinaris, C.G. (2014a). Corrections Fatigue Status Assessment—version 5. [http://desertwaters.com/wp-content/uploads/2014/01/CFSA\\_V4\\_Data\\_Sheet.pdf](http://desertwaters.com/wp-content/uploads/2014/01/CFSA_V4_Data_Sheet.pdf)

<sup>2</sup> Denhof, M.D., & Spinaris, C.G. (2014b). The Violence Injury and Death Exposure Scale (VIDES). [http://desertwaters.com/wp-content/uploads/2014/01/VIDES\\_Data\\_Sheet.pdf](http://desertwaters.com/wp-content/uploads/2014/01/VIDES_Data_Sheet.pdf)

## “From Corrections Fatigue to Fulfillment” (CF2F) Course Upcoming Instructor Training

**Location: DWCO Offices, Florence, CO\***

**2016**

- **September 27–30**

**2017**

- **March 21–24**
- **September 26–29**



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**\* We also offer the 4-day CF2F Instructor Training at agency locations. If you prefer to not train your own CF2F instructors, we provide the 1-day course directly to your staff. [Contact us for more information.](#)**

## Why Do COs Feel the Need to Justify A Career in Corrections?

Anthony Gangi

*First published in CorrectionsONE. Reprinted with the author's permission.*

A few years back, I was invited to attend a dinner for law enforcement. Needless to say, I was excited. This was the first time that I felt recognized as a law enforcement professional. At the time, I had been working in corrections for about eight years and I was constantly being ridiculed for not choosing a better profession (police officer). Even my own family was against the choice I made.

I remember inviting a few of my fellow COs to join me and sit at my table. It was a great event. There were police officers who received recognition for their service to the public, and even I got recognized for my work with gangs in the community. Overall, it was a day I would not forget.

Having said that, I have to admit that there was still something that disturbed me as the night progressed. One of my fellow COs when asked by third parties what he did for a living responded, "I am a CO, but one day I will be a police officer."

Now, I bet you are wondering why that bothered me. The answer is simple. **Being in corrections never needs to be justified.** Let me explain.

### We Stand Proud

When he answered the question, he volunteered information that was not asked ("... but, one day I will be a police officer"). He felt the need to add to his answer because he thought his original response was limited in quality. What about us (the other COs)? How did we feel? Well, we felt insulted. Unlike him, there was no need for us to justify our response to any third party because, in our mind, we believe in the work we perform. Therefore, when we were asked, "What do you do?" we stood proudly and said, "We are correctional officers!"

When he justified his position, he indirectly lessened the importance of his current profession (correctional officer), and of us, his fellow brothers and sisters. The answer he provided made clear where he wanted to be (police officer). It showed that he did not consider his current position (correctional officer) to be of equal value and significance as that of a police officer.

The rest of us correctional officers had to deal with this false view of inferiority about our profession. Here we are, celebrating what we collectively represent, and one of our own separates himself from our group, because he believes that his current position as a correctional officer is rather limited and inferior!

### Corrections is not a "stepping stone."

Most people believe that corrections is a good stepping stone before becoming a police officer. Now, even though I can't deny that statement, I also can't accept it. Let me explain.



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(Continued on page 5)

### Why Justify Career in Corrections? (continued from page 4)

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I can't deny the fact that what you learn in corrections can be easily applied to other careers, especially police. There is no doubting that. The role of a correctional officer is so diverse that what you learn, just on the frontline (communication, safety, security, control, etc.), can easily be applied to many walks of life. My issue with the above statement relates to the use of the term "stepping stone."

"Stepping stone" usually denotes an entry level position in which moving upwards is seen as something positive. Calling corrections a "stepping stone" is comparing corrections to some entry level position in which any move outwards is considered a move upwards. For those who have made corrections a career, that could be consider rather insulting. In my humble opinion, corrections is not a "stepping stone" to anything. Sure, an individual can move laterally to a police department, if they so desire, and take what was learned and apply it there, but that does not mean that the place of learning is inferior. In all reality, the place of learning is the foundation that makes all other things possible. When people look at the term "stepping stone," they don't envision a place of solid ground (in which they are rooted) —rather they envision it as a tool to gain higher ground, leaving it behind as they move upwards.

Be proud of who you are in the "now."

#### Conclusion

Working in corrections never needs a justification. It's a great profession filled with law enforcement professionals who dedicate their lives in their service to the public. It is noble enough to stand on its own, and does not stand inferior or next to the other entities that serve the community as law enforcement professionals.

If I had my way, I would take all of us to the top of a mountain, in view of the entire world, and scream as loud as we can, "We are proud to be correctional officers! And, no, we don't want to be a police officers!"

In closing, be proud of who you are and what you represent. This profession is not for everyone, so stand tall and be proud to be the selected few. "No guns. Just guts."

*Anthony Gangi has worked in corrections for over thirteen years. He is currently the host of the radio show for corrections staff, [Tier Talk](#).*



## New DWCO Book!

### *Passing It Along: Wisdom from Corrections Staff, Vol. 1*

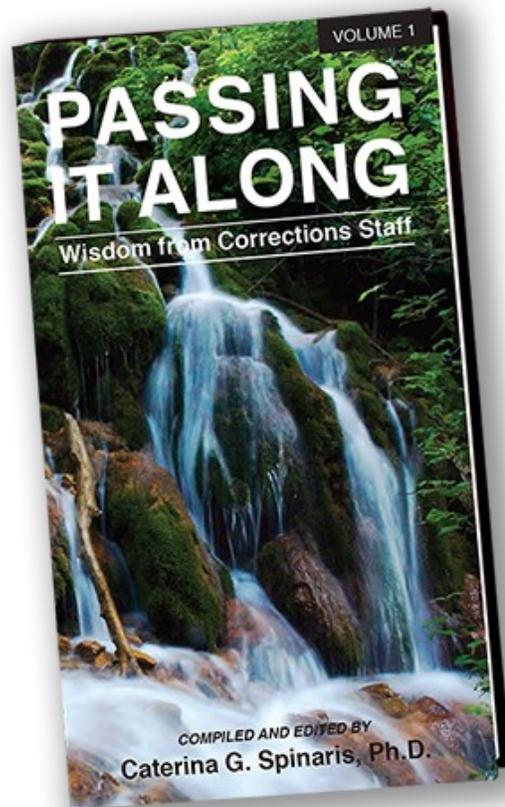
The articles in this book were written by seasoned corrections staff. They offer a compilation of basic principles and tips—based on hard-earned experience—for ways to have a successful and satisfying career in corrections, as well as a good home life. The ultimate goal of this book is to promote the 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
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

*“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)



## Passing It Along:

### **Wisdom from Corrections Staff**

Caterina Spinaris, Ph.D., 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**

## Effects of Mandatory Overtime Compiled by Caterina Spinaris



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A prior version of this article was first printed in the March 2009 issue of the Correctional Oasis.

It presents views of Corrections Officers from several states on mandatory overtime (MOT), and on the consequences of frequent MOT. We are reprinting it because we are aware that, due to job vacancies and high sick leave use, frequent MOT continues to be a considerable operational stressor in the lives of Corrections Officers in numerous states. This of course can potentially impact their functioning at work, their physical and also their psychological health, and their personal and family lives.

*MOT is a fact and a necessary evil of Law Enforcement work. There is more to MOT than meets the eye though. Besides the time away from our families, MOT can be a serious hazard. Having worked through some serious staff shortages myself, I can attest to the effects of MOT. Short on money, years ago my department was running almost 25% short-staffed. We were working 3-4 forced overtimes per week. This was a time we did not dare answer our telephone on our off time, to not risk being called into work. After several months of this, the effects of the working conditions became obvious. Everything, from illnesses to injuries to divorces, was a direct result of repeated, constant MOT. There was a steady increase of Worker's Compensation claims. Many of these were directly related to tired officers making small mistakes that got them hurt. Most of them were minor, but as we know, small mistakes can turn bad quickly in our profession. The rate of incidents skyrocketed. The normally patient officers were running out of patience with the inmates. Long hours were affecting the moods and decision-making abilities of almost every officer. Sick calls soared. Officers were desperate for a break. Home life was strained also. All of these unintended consequences eventually led to an increase of cost to the state. Administrators need to remember that their officers are more than Law Enforcement machines. They are human beings with needs and with families. When employees begrudge their leaders, our goals to protect and serve are not accomplished well.*

*Due to MOT I don't get to see my family, as I often have to work 16 hours. My commute home is a challenge to stay awake. I have almost fallen asleep behind the wheel. When I get home I try to go to sleep right away because I get up 5-6 hours later, sometimes less, because I am too wired to sleep due to stress and due to drinking caffeinated beverages throughout the night to stay alert. When I am mandatoried I am not able to take my nighttime medication, so I fall behind in my schedule in taking my daytime meds. My health deteriorates. I am tired and irritable. At work, I am not as alert as I want to be, fighting off sleep and fatigue. I can be doing a back to back mandatory or maybe get one day in between. If I get a mandatory on my Friday, I spend one day catching up on my sleep. At times I have to call in sick to get some rest. This impacts the shift because now other Officers have to be mandatoried to fill my position.*

*My biggest stressor is mandatory overtime. It has been a consistent high stressor for 18 years! Not a good way to live.*

*Although MOT is necessary, the effects can be very dangerous. You are not mentally prepared to work for at least 16 hours. I like to know ahead of time when I am working overtime. When my children were younger I had to make arrangements to ensure that they were looked after (and pay additional costs for childcare). It is hard to work 16 hours and then get up again the next morning prepared to deal with the inmate population. You have to be able to quickly diffuse situations. I have trouble sleeping, so I am already not getting the required amount of sleep. MOT makes it worse. I also have not brought enough food to have two meals, so I begin feeling sluggish. Imagine the effects after 16 hours of dealing with various personalities. Tempers flare. Things that would not normally bother you are enhanced ten times and incidents get out of control quickly. Inmates also know when you are working overtime and they will use it to their advantage. Sometimes they purposely bait you into arguments, so that they have a reason to be disruptive.*

*Emotionally an 8-hour shift is all I can handle. Negativity from officers and inmates alike gets to me. My normal work week consists of at least 2 half shifts of overtime. If I don't schedule them I am subject to being forced to work at the last minute and for an entire extra shift, not just half of one. After 12 hours spent around criminals I come home, eat, shower, veg in front of the TV, and just fall out and prepare for the next day. When I take my boots off my calves are swollen and do not go down until I go to bed. It is depressing that my "real life" depends on whether my supervisors decide I can go home at the end of my shift or I need to "help out" for another 4-8 hours. I wouldn't mind the job so much if I knew that I could just go home at the end of my shift. I'm not in this field to work overtime. Extra pay is not worth missing grandkids' activities, holidays, being dependable for picking kids up from school, making my own appointments, etc. In spite of my seniority, I'm subject to the same rules of MOT as the 25 year-old rookies who are in excellent shape and gung-ho about the job.*

*MOT hits everything from having to drop out of college to watching staff burn out. I love my job, and most of the time I take pride in it. My greatest challenge is how MOT affects me and my family. My ailing elderly parents are often in need of extra care. Holidays at work bum me out when I think, Could this be their last Christmas? Once when MOT was so bad I hardly saw my daughter except to put her to bed at night. She told me I was not her momma anymore, that her daddy's girlfriend was. Wow, how that hurt! I'm not sure I can pick my job over my child again if MOT got bad in the future. You just can't raise a healthy family when you go to work in the dark, work 16 hours and come home in the dark, then turn around and do it all over again.*

*I once lost three days' pay because we had so much comp time (hour for hour, no time and a half), that we went over the allowed limit. Some staff lost even more than that. Due to riots and other problems, I and other officers incurred over 180 hours each of overtime in one year. Our health suffered, our families suffered, our work suffered, but true to the correctional officers' unspoken code, we "handled it."*

*MOT makes me feel like I am running at half speed with no hope of getting caught up. It is even worse if I have had something planned or it occurs on a holiday. Loved ones do not always understand when you have to call and cancel an arranged function because you have to stay at work. There is absolutely no consideration of the officer's circumstances when OT is mandated. The more it happens, the worse it gets. I am not sure you ever mentally recover. It is always worse the next time it happens, no matter the time in between. It is one of the reasons I left custody even though I am less safe in my current assignment. It is also one of the reasons that officers resign.*

*Massive overtime with no relief in sight. The DOC is dragging their feet in hiring new COs. The short staffing and extra long hours are having a negative impact on many officers and sergeants at my facility.*

### Mandatory Overtime (continued from page 8)

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*When there are staffing shortfalls that result in mandated overtime, it can take up to a week to recover from just one 8 hour additional shift. Around the holidays, there may be up to 3 mandated overtimes in a week increasing my stress level at both work and home.*

*Too much mandatory overtime has affected my sleep patterns, which are vital to overall health and wellness.*

*Frequent MOT results in staff's "I don't care, I don't have a choice to be here" attitude. They don't enforce rules as they should because they are run down. Due to MOT we LIVE at work. It becomes our second home. Departments of Corrections wonder why we have all these "overfamiliarity" cases across the country. Not every staff gets involved with inmates because of MOT, but I believe it contributes in some cases.*

*The unpredictable nature of forced overtime has caused anxiety for me.*

*Low and inadequate staffing that has led to the need for overtime at unprecedented levels. This along with the extraordinary need and demand for MOT above and beyond voluntary overtime in excess of 12 times within the past 10-11 months has been a major contributor to adverse health related issues for me as well as bad attitudes, constant malaise and fatigue among co-workers.*

*We are required to work a lot of mandatory overtime due to an acute lack of staffing. At least once a week I am required to work against my will. This is starting to wear on a lot of the COs. People can't make plans with their families, and there is no end in sight.*

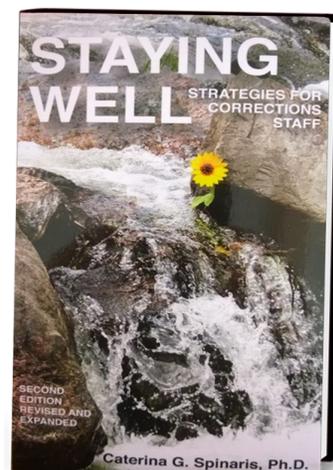
*The original idea behind MOT was to allow for staff to be available during major disturbances, or when weather conditions or disasters prevented staff from coming to work. Unfortunately, now MOT is being used as a budgetary tool. This is not good for the department or its officers. There are going to be times when bad planning or bad events are going to lead to MOT, but they should be few and far between. As for the employees, every officer needs to understand that MOT is part of the job. It is their duty to safely staff the institution. We cannot allow our personal feelings to jeopardize the safety of our communities. Saying "no" is not an option unless you are prepared to lose your job. If your administration is abusing their power of MOT, then it is time to sit down with them and discuss it. If the MOT is causing you stress on or off the job, take the time to talk it over with someone. If you have a caring spouse at home, sit down and talk to them about it. If you are still struggling, seek out a counselor for help. It is important that you keep your mind, body and spirit strong!*

## **Staying Well: Strategies for Corrections Staff**

**By Caterina Spinaris, Ph.D.**

**Second Edition, revised and expanded**

**Bulk Order Discounts**



## Shields Up!

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As we are traveling around the country in our RV, I have many opportunities to interact with people from all walks of life. Recently, I had the opportunity to attend a cowboy dinner and show. In this venue, guests are seated with other guests attending the event. In this instance, we found ourselves seated next to a couple from Utah and a couple from Canada. As a normal part of this event, we started getting to know more about the other guests at the table.

As is often the case in events like this, one of the first questions I was asked that evening was: “What do you do for a living?” I responded that my husband and I were both retired from the state of Colorado. (I rarely give any more than that away unless I know the person.) The couple from Utah said that they worked for the state of Utah. Then, the conversation quickly turned to the young couple from Canada, as we listened to their stories of the two-week whirlwind trip they were taking through the western U.S.

Eventually, a lull in the conversation turned back to the couple for Utah, who worked for the state. When they found out where we lived, they asked if we knew a friend of theirs who lived and worked in the same town. When I responded that, yes, I did know him, and that I thought he was a parole officer, she confirmed that was the case.

Several minutes passed when the conversation went back to this particular parole officer. It was obvious that they wanted to know just “how” we knew this parole officer. By this time in the evening, the cowboy band was getting ready to play, so there wouldn’t be much more opportunity to visit, and I knew that I would probably never see these people again. So I took a leap of faith and I assured them that this person was not our assigned parole officer, but that we retired from the Department of Corrections.

As the cowboy band warmed up, the two individuals from Utah revealed that they were employed by the Utah Department of Corrections. When the band started to play, I sat there and thought about the last hour. I thought about the real conversation that we might have had with this couple, had we known we had such a similar work background and experience. I thought about the shields that we keep in place, to guard this piece of ourselves—for many good reasons. These shields are there to protect us, but could they also rob us of the opportunity to create what could be great relationships? Do these shields protect us at the expense of missing out on some truly great interactions?

## Eight Points to Ponder

By Joe Bouchard

As a new semester dawns, I think of the practical advice I can give to students who will eventually work in our criminal justice system. I want to present a realistic picture without saturating them in cynicism. While snooping in my archives, I came across the following pieces of advice.

- 1. Little things mean a great deal.** Like it or not, most people have very little trouble recalling small, inconsiderate acts committed against them by others. Small considerations that take little time and effort are important, but not always executed. To some degree, all of us are guilty of a lack of thoughtfulness towards our co-workers. Perhaps it is due to the increasingly busy nature of our respective jobs. Whatever the cause, this remains true: even little acts of consideration can mean a lot to someone, so they are worth taking a moment to do.
- 2. Old habits die hard.** Certainly, it can be conceded that any large agency will move as slowly as a Brontosaurus toward change, even if forced to hurry. Realistically, though, change will come if there are enough strong catalysts.
- 3. It is not fair.** Everyone can think of unequal treatment between colleagues. Even if we discounted half of the accounts of such conduct as inaccurate, there are still too many to ignore. This indicates that teamwork in our agencies may not be as widespread as we would like and hope. How can anyone feel that they are a part of the team if uniformity in the treatment of colleagues is little to non-existent?
- 4. Not everyone will like you.** For no apparent reason at all, you could be judged unfairly by a colleague. Like it or not, there is no obligation for anyone to shower you with admiration and praise. In fact, overtures of professional friendliness on your part may inspire even more distance in your colleagues.
- 5. Not everything will be rational.** Considerable hopelessness comes from facing the intractability of old and sometimes illogical habits and ways of doing things. And just because something seems like a good idea, it does not mean that it will be implemented.
- 6. Difficult colleagues cannot be completely filtered from the job experience.** Unfortunately, we take images/memories of certain colleagues with us when we leave work for the day. Colleagues that leave a bad taste in our mouths may continue to do so long after they have left our presence.
- 7. People are important.** They can bring triumph or disaster. Good interpersonal relationships are not guaranteed, but they are nice when they occur. It is vital that they be pursued.
- 8. It is helpful to use positivity.** The future is potentially bright. Every day, many of our colleagues are maintaining excellence in their corner of the corrections world. But that can be a lonely position at times. One of the functions of changing a culture is to give hope to those who do the right thing.

These comments are not meant to spread cynicism. They are offered because I believe that it is best to be prepared for the worst and hope for the best. Knowing the vocational realities of corrections can motivate new criminal justice staff to find healthy ways to remain balanced and prepared for what is often a challenging profession.

# Desert Waters

Correctional Outreach



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

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<http://desertwaters.com>

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### IN MEMORIAM

**Sgt. Joey Roberts**

May 23, 2016  
FLDOC

**Cpl. Mark Lucente**

May 26, 2016  
Collier County Sheriff's Office, FL

**CO Jacob Garmalo**

June 9, 2016  
Franklin County House of Correction, MA

### Quote of the Month

"Strength does not come from winning.  
Your struggles develop your strengths.  
When you go through hardships and decide  
not to surrender, that is strength."

~ Arnold Schwarzenegger

## Many Thanks!

**Thank you for supporting the mission  
of Desert Waters.**

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**Business donors:** Janice Graham & Company, P.C.

**Organization donors:** Association of Oregon Correctional Employees

**Special thanks also go to:** Audrey Boag, Joe Bouchard, Jaime Brower, Maureen Buell, Anthony Gangi, Susan Jones, Brandon Kelly, Deborah Kelly, Rebecca Lane, Leslie LeMaster, Kirsten Lewis, Amanda McCarthy, Kathryn McCormick Foster, Gregory Morton, Jeff Mueller, Katy Potpinko, Patti Schniedwind, Rachel Shelver, Eleni Spinari

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## DWCO Mission

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.