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ABSTRACT  
SURVEYING PRISON ENVIRONMENTS

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There are primarily two approaches to measuring organizational properties such as climates: the subjective or psychological approach and the objective or structural approach. Previous organizational climate studies have generally relied on either one approach or the other, but not both, in a single analysis. This paper advocates the use of a statistical methodology for assessing prison institution climates which makes use of both objective and subjective climate measures. The proposed methods rely on recent developments in: 1) the ANCOVA model with contextual effects which separates total aggregated variable relationships into individual and organizational level components and 2) structural equation models for the simultaneous analysis of longitudinal data from several cohorts.

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# SURVEYING PRISON ENVIRONMENTS

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## INTRODUCTION

Organizational environments are comprised of interactions between physical, psychological, and social elements. Through the perceptions of organization members, these events result in what have been conceptualized as environmental climates. It has been suggested by some (e.g., Schneider, 1975) that an organizational environment has as many climates as it has meaningful combinations of interactive elements. Since people perceive events (interactions among organizational elements) in related sets, it makes intuitive sense to attach meaning to them.

In organizational environment research, "climate" has been conceptualized in a variety of ways. For example, Zald (1960) studied the climate of "interpersonal relations" between staff, between inmates, and between staff and inmates in juvenile correctional facilities. Coleman (1961) and Michael (1961) studied the impact of various high school climates on academic achievement. Street (1965) examined the climate of "deprivation and degradation" in juvenile correctional facilities. Aiken and Hage (1966) and Miller (1967) evaluated the relationship between organizational structure and the climate of alienation. Moos (1975) researched the climate of "relationships," "personal development and growth," and "system maintenance and system change" in psychiatric treatment programs, juvenile and adult correctional facilities, and a host of other environments. Schneider et al (1980) studied the "service" climate of banks; and Zohar (1980) evaluated the "safety" climate of industrial organizations. More recently, Zeitz (1983) has utilized statistical methods which are new to the study of organizational environments in order to assess the relationship between the "morale" climate and job satisfaction.

There are, in general, two approaches to measuring organizational properties such as climates: the "subjective" (also referred to as "psychological" or "process") approach in which responses are collected from individual members of organizations and then aggregated to yield measures of organizations as a whole, and the "objective" (also referred to as "organizational" or "structural") approach wherein organizational level information is gleaned from organizational records (Pennings, 1973).<sup>1</sup> Most research has relied exclusively on either the subjective or objective approach, although there have been some exceptions (e.g., James and Jones, 1976; Jones and James, 1979; Lincoln and Zeitz, 1980; and Zietz, 1983). None of these studies, however, dealt with the measurement of prison climates.

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<sup>1</sup>. The subjective approach to measuring organizational properties can result in two types of organizational properties: emergent group atmospheres--the effects of which are variously referred to as structural (Blau, 1960), contextual (Lazarsfeld and Menzel, 1961), or compositional (Davis, 1961) and stem from interactions between the individuals

The purpose of this paper is to discuss the development of a comprehensive survey instrument for the assessment of prison institution climates and to suggest appropriate statistical methods for assessing issues of validity and reliability and for the study of prison climate processes. These models are specified at both collective and individual levels.

## BACKGROUND

In using either the subjective or objective approach, one might be interested in addressing the relationship between institutions--a comparative analysis of institutions based on an institutional unit of analysis. On the other hand, one might also be interested in determining the influence of institutional factors on individual behavior<sup>2</sup>. Frequently, however, it is difficult or impossible to obtain objective institutional level measures of some issues. This is particularly true when one is interested in unobservable phenomena such as collective perceptions (e.g., safety or morale). Conversely, it is also difficult or impossible to obtain objective individual level measures of some issues. Again, this is particularly the case for behaviors which are unobservable (e.g., the number of inmates deterred from committing a particular behavior due to, say, increased surveillance; the change in perceptions of violence due to some policy intervention; or the number of staff members considering employment outside the BOP). Thus, it is sometimes necessary to measure phenomena at a level other than the one we desire to analyze (e.g., an individual level when a research problem requires an analysis of institutions, or vice versa). Furthermore, it may not be possible to measure all of the issues required by the research question at the same level. Analyses incorporating these kinds of multiple level data can be problematic.<sup>3</sup>

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1. (cont'd) within the higher level unit (the institution in this case), and aggregate traits--which are characteristics of the individuals in the higher level unit, most frequently averages or ratios of these individual level properties within each higher unit. The objective approach results in global properties--characteristics which are not based on aggregations of individual properties but, rather, directly describe the higher level unit as a whole (Lazarsfeld and Menzel, 1961). All three of these organizational properties (emergent group atmosphere, aggregate traits and global properties) are generically referred to as collective level data, in contrast to individual level data. Table 1 displays the relationship between the data collection method (subjective and objective), the unit (i.e., level) of data collection or analysis (individual or collective), and the type of data obtained. Table 2 presents some examples of collective measures relevant to the study of prison climates. The measures are categorized by the manner in which they are derived.
  2. The analysis of this sort of multiple level data (i.e., the analysis of individual level data which includes data collected at some higher level) is typically called contextual analysis. A recent and relevant example of this analytic approach by Pool and Regoli (1983) describes the causal relationships involved in occurrences of violence in juvenile facilities.

## SUBJECTIVE CLIMATE ASSESSMENT

Although there has been a great deal of development in subjective climate assessment research in general (for an overview of some of this research, see Schneider (1983)), the developments in the area of corrections have been more reserved. Developments are limited primarily to works by Street (1965 and 1966), Wood et al (1966), Jesness (1968), Eynon (1971) and Moos (1975). Moreover, the previous instruments developed to assess the social climates of correctional institutions were essentially designed for use in juvenile treatment programs. Moos' instrument for assessing correctional climates stems from modifications to the instrument he developed primarily for use in psychiatric facilities (the Ward Atmosphere Scale). While Moos' instrument also seems to be predominantly concerned with the assessment of a treatment milieu in juvenile facilities, it has been adopted and extensively utilized in adult correctional facilities as well.

In discussing the earlier work in correctional climate assessment by others, Moos characterized their efforts as either too narrow in focus (in the number of dimensions measured) or, in the case of Street's work, too practical in orientation. Moos' goal in developing the Correctional Institutions Environment Scale (CIES) was to create an instrument which would be applicable to both inmates and staff and which would provide information on a broad range of dimensions characteristic of the social environments of correctional facilities.

The dimensions (subscales) that comprise each of the social climate scales which Moos and his colleagues have developed for different social milieus (e.g., psychiatric hospitals, industrial settings, etc.) were, according to Moos, empirically derived and resulted in three general categories or dimensions useful in describing the climates of a variety of environments. Moos (1975) concludes that there is evidence (which he does not present) that indicates that all social environments can be conveniently categorized into three dimensions: 1) relationship, 2) personal development, and 3) system maintenance and system change. In the correctional scale he produced, each of these three dimensions is comprised of a separate set of three of the following subscales: involvement, support, expressiveness, autonomy, practical orientation, personal problem orientation, order and organization, clarity, and staff control. Recent analyses by Wright and by Saylor, et al (discussed below) pose a serious challenge to the validity of these assertions by Moos.

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3. These are problems due to aggregation bias in cross-level inferences (also called the ecological fallacy (Robinson, 1950)). Some relatively recent methodological innovations permit the statement of these sorts of multiple level models with more confidence that the model's parameter estimates are unbiased. Furthermore, in the event that the estimates are biased, the methods permit an unambiguous dissection of the aggregated (institutional level) and individual level components of the relationship stated in the model (Firebaugh, 1978; Lincoln and Zietz, 1980; and Zeitz, 1983).

In surveying the history of climate assessment research in the field of corrections, we find that the CIES is by far the most pervasive instrument yet developed. Nevertheless, it appears that widespread use of the CIES in adult facilities may be due to the paucity of any alternative climate instruments than to the appropriateness of the CIES.<sup>4</sup>

The CIES is designed to maximize between-institution or between-unit variance assuming that the institutions or units being compared differ in treatment philosophy or effectiveness (1975, pp. 38, 46-47, 324 and 335). This does not seem to be the kind of application that practitioners of adult correctional facilities are interested in, since most of these adult facilities do not have different treatment programs to compare.<sup>5</sup> Moreover, this sort of comparative analysis can result in somewhat dysfunctional competition oriented toward improving the institution's score on the scales without concomitant changes in the environment. Furthermore, it seems that neither the Bureau of Prisons (BOP), nor the American Correctional Association (ACA) Committee on Standards, are particularly interested in comparing institutions to one another or to some established normative profile (the basic inherent design of the Moos approach). Organizational administrators appear to be more interested in comparing an assessment of an institution's climates to some common sense understanding--a benchmark arrived at through their correctional experiences--of what a particular type of institution ought to look like. This suggests that any assessment of climates needs to be measured in a known metric, one that is derived directly from experiences in prison environments (e.g., counts of things). Additionally, a pragmatic climate instrument will be useful in research applications as a control mechanism. That is, as a means of controlling for (discounting) pre-existing differences in institutions in order to allow for evaluations of program or policy implementations in multiple institutions.

#### TESTING THE VALIDITY OF THE CIES MEASURES

In applications of the CIES the support for the presumed dimensional structure appears to be mixed. Moos reports findings achieved during the construction of the instrument which suggests that he had taken a considerable amount of care in its development. Moos' associates have also obtained findings which support the scales' utility (Moos, 1975). In an analysis of a subset of the data collected by Moos' associates, Wenk and Halatyn, Duffee (1975) found reasonably good differentiation among six institutions in Connecticut. These differences supported his hypothesized ordering of these facilities based on what he knew about their objective characteristics. Several other studies by Wright (1980), Wright and Boudouris (1982), Saylor and McGrory (1980) and Saylor and Vanyur (1983) provide little support for the dimensional structure posited by Moos. One potential explanation for

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4. A more recent instrument, Toch's Prison Preference Inventory (1977), was developed for adult correctional institutions; however, the instrument is designed to provide a measure of the individual's sentiments toward his environment and not to assess perceived social climates per se. Even so, the eight hypothetical environmental concerns (privacy, safety, structure, support, emotional feedback, social stimulation, activity, and freedom) are substantively relevant to this discussion.

these varied findings might be the differences in the populations tested. Moos' findings are, for the most part, based on surveys conducted at juvenile facilities while the findings reported by the other researchers are based on surveys of adult facilities. Furthermore, the studies conducted by Wright and Saylor were oriented toward assessing the accuracy of the presumed dimensionality whereas Duffee took the dimensionality of the items for granted and used the scales in a manner which was consistent with their intended utilization. That is, he compared several facilities in order to determine whether the relative differences in their CIES scores could be predicted from what was known about the characteristics of the facilities.

#### OBJECTIVE CLIMATE ASSESSMENT

The use of subjective methods of gathering measures of organizational properties is shared by most social scientists interested in the study of organizations. The use of objective methods, on the other hand, is more frequently seen in the economic, management and sociological fields. Although the use of these methods allows one to perform comparative analyses among the units of analysis (institutions), it does not always allow one to decipher whether these influences are due to individual level or organizational level processes.

Applications of this method of measuring organizational properties in corrections can be traced to early studies of correctional institutions such as Cressey's (1958) comparison of the unstated organizational goals of two prisons, Grosser's (1960) discussion of the role of prisons as social service organizations, or the comparative analyses of juvenile correctional institutions which resulted from the study directed by Vinter and Janowitz (1959; Zald, 1960; and Street, 1965).

More recent (and more quantitative) applications of this approach to the study of prisons at an institutional level have been prepared by Burt (1981) and Greenfeld (1983). The American Correctional Association Committee on Standards has also proposed the use of objective measures to assess institutional climates. Both Burt and the ACA proposal also recommend the use of subjective information as well. Burt proposed the use of the CIES for this purpose while the ACA does not suggest a particular instrument but does present some examples of the kinds of issues which should be collected at an individual level. A combination of both the objective and subjective methods of the sort proposed by Burt and by the ACA Committee seems to present the most realistic approach to the assessment of institutional climates.

#### CONSTRUCTION OF AN ALTERNATIVE INSTRUMENT FOR ASSESSING PRISON CLIMATES

Although at least some of Moos' individual items appear concrete in nature, he presumably preferred to discount the distinctions among issues by organizing and combining them into more abstract concepts. Additionally, Moos was concerned about constructing an instrument that is applicable to both inmates and staff.

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5. Philosophical changes in the past decade have taken corrections far away from the ideological underpinnings of a treatment model, even if the scale was found to be valid.

Nonetheless, during the construction of the subjective component of our alternative instrument, we have made every effort not to contrive the content and wording of items to force them to be applicable to both inmate and staff, risking that such contrivances would not be appropriate to either group. Consequently, there are separate questionnaires for each of the two groups, though there is considerable overlap in the instruments where it has been appropriate.

Our interest in developing a pragmatic climate instrument was greatly facilitated by the previous endeavors of the ACA committee on standards, and by the proposals by Burt and by Greenfeld. As with these previous developments, practical concerns guided our selection of issues and construction of the survey items. Furthermore, we tried to maintain parallel subjective and objective issues.

Our intent was to develop an instrument that would address a broad range of issues of concern to prison management. Our intent was not to develop an instrument that would lend itself to routine administration through the identification of items to be used in the construction of pre-defined indices, fearing that the result would be the creation of another set of scales (such as CIES) which produce nebulous numbers. Rather we attempted to produce a reservoir of items applicable to the measurement of a variety of prison climates. In this respect one might find this survey analogous to the NORC General Social Survey. Therefore, we made no presumptions regarding the application of the instrument nor have we concerned ourselves with how one might make use of any of the individual items on the survey. Many of the items are very practical in nature and may be useful only in a descriptive univariate manner. Other items will be useful in multivariate models of climate processes. We feel that the particular manner in which the items are used is best left to the discretion of the investigator since their utility is dependent on an investigator's purpose in administering the instrument. Nevertheless, for convenience in administration of the instrument we have grouped the items into sections. Each section contains measures of several types of climates which seemed to us to be related. We do not think that other investigators should feel compelled to retain this particular grouping of items since their application might warrant a different arrangement of the items or possibly only some subset of the items we have provided.

The questionnaires (appendices A and B) consist of a socio-demographic section and four climate content sections. Except for the socio-demographic section, which we assumed would be administered to each respondent, the four substantive sections were designed to be administered either independent of one another or in any combination of subsets<sup>6</sup>.

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6. The instruments were designed with keypunch instructions on the form itself in order to provide some uniformity in the structure of the data. For those interested in maintaining the same format (by administering one or more of the content sections intact) we can provide an SPSSX (SPSS/PC) program to assist in the definition and analysis of their data. A modified version of the survey suitable for administration in state facilities is available on request.

We have paid special attention to the relationship between the subjective climate issues and the individual's level of perception. Items on the questionnaire survey are constructed to reflect these levels of perception, that is, items which make sense only at an individual level or only at a collective level are addressed only at that level. Issues which make sense at multiple levels, on the other hand, are addressed by items at both an individual level and a collective level.

If we were to obtain only objective data at an institutional level ("global" variables) our analyses would be limited to an organizational level. Although we could, under some circumstances, make statements about the individual members of the institutions, based on the analysis of these global effects, this would not always be the case (Goodman, 1953, 1959 and Lazarsfeld and Menzel, 1961). Some recent methodological developments (Firebaugh, 1978) will make it easier to determine when it would be appropriate to make these cross-level inferences (i.e., statements about the behavior of individuals based on the analysis of institutional data), but this procedure is only applicable to aggregated not global data. Conversely, if we were to collect only individual level data (either subjective, as Moos has done, or objective) we might not feel certain that aggregations of the individual level data (to institutional levels) in reality represents institutional level processes. This is precisely the problem which Firebaugh (1978) and Lincoln and Zeitz (1980) address with the use of ANCOVA. By collecting both objective and subjective data, we will be better able to explore the processes involved in the etiology of climates.

Utilizing models containing subjective data at multiple levels of analytic units (i.e., both individual level data and institutional level data obtained through the aggregation of individual level measures) will allow us to conduct our analyses at an organizational level with more confidence in the assumption that these aggregated measures do, in reality, represent organizational processes. The analytic methods we have selected will also allow us to include data obtained directly at the institutional level via the objective methods (global effects) in the same analyses. Analyzing subjective and objective data in this way will, most importantly, allow us to assess the relationships between various climates (defined subjectively) while taking into consideration whatever the objective information has to offer our understanding of the process.

This multilevel approach will allow us to study the relationships between institutional climates and the organizational and individual contributions to these relationships. Thus, while this approach could ultimately provide institutional climate indicators for each institution surveyed (which could be compared to some benchmark, or to another institution or used in the course of program and policy evaluation research) in the same manner as the CIES, in contrast to the CIES it will also provide information which will lead to an understanding of the processes that contribute to the formulation, maintenance and change in institutional climates.

Three models will be introduced to provide both evaluative (an assessment of reliability and validity) and explanatory information about the instrument and the nature of prison climate processes. Two general models for assessing issues of reliability and validity are specified at an individual level of analysis and a general explanatory model designed to assess prison climate processes is specified



at an institutional (aggregate) level of analysis. Although our climate survey instrument has been pilot tested at two medium security federal prisons (and each institution was surveyed on two different occasions), the data available are too limited to estimate the models presented.

#### RESEARCH DESIGN AND METHODOLOGY FOR ASSESSING ISSUES OF RELIABILITY AND VALIDITY

In social science research it is often not possible to directly measure some events or concepts although it might be necessary to represent them in some way in order to carry out one's research. Generally however, it is possible to obtain some measures that are directly related to (or caused by) the unmeasurable phenomenon. For example, it may be possible to discern different levels of job morale at different institutions or at the same institution at different points in time, but one cannot directly obtain a measure of it due to its multifaceted nature. One could nevertheless obtain an indication of the nature of job morale by administering a questionnaire which probes issues one believes are related to this climate. Responses to these well chosen questions could be useful indicators of the concept of job morale. Using two or more of these questionnaire items as multiple indicators of job morale one could specify models designed to explore or explain some aspect of this climate.

Since these items are not a direct measure of the phenomenon under study, it would be useful to know the extent to which these questionnaire items accurately represent the actual phenomenon and moreover how reliably they make this representation. This concern addresses two fundamental properties of empirical measurement -- validity and reliability.

The notion of validation is process specific. Consequently, it is not possible to provide one specific validity assessment which is applicable to every situation. Validation research involves an interpretation of data arising from a specific procedure (Cronbach, 1971). Hence, one does not validate an instrument itself, but rather the instrument in relation to the particular purpose for which it is being used (Carmines and Zeller, 1979). The general measurement models described below will allow for an assessment of reliability and validity with respect to one's application of this prison climate survey.

The model displayed in figure 1 is designed to assess the internal reliability (internal consistency) and validity of data obtained via the climate instrument based on the assumptions of classical test theory (Lord and Novick, 1968) and the concept of parallel measures incorporated therein. Measures are defined as parallel if (among other characteristics which we will not discuss) they have equal true scores and equal error variances. This means that the measures are in reality identical and that any differences observed are completely due to random error in the observation of these items. This random error factor is added onto each true score resulting in the observed value of that particular measure. The random error may be due to, for example, the way in which the data were obtained (in this case either a questionnaire survey or a survey of institutional records).

The reliability of a measure is an estimate of the degree to which repetitions of the same procedure yield similar results. There are several forms of repetition; over time, over individuals, and over different indicators of the same concept (that is, different ways of measuring the same phenomenon). The model in figure 1 is concerned with the last form of repetition -- the extent to which different parallel indicators (represented by squares in figure 1) of some unmeasured phenomenon (represented by the circles in figure 1) are consistent in terms of the direction and strength of their interrelationships and their relationships with other (non-parallel) measures with which one would expect them to covary. This is a constrained factor model which specifies the measurement of indirectly observed (latent) constructs one is interested in investigating. If one has judiciously chosen the indicator variables based on sound theory or experience and can obtain a reasonable fit of this model to the data, then it would appear plausible that the observed measures are indicators of the unobserved phenomenon and that they provide an indirect measure of that phenomenon.

One's choice of parallel measures (indicators) for this model should be determined by: 1) one's intended purpose in administering the climate survey, 2) the corresponding constructs (the unobserved or indirectly measured concepts one is interested in representing in the analysis), and 3) the fit of the measurement model displayed in figure 1. One should therefore, select indicator variables based on one's understanding of the construct of interest, and then use the measurement model of figure 1 to empirically test the veracity of one's assumption that these observed items are indicators of the unobserved variable one is interested in analyzing.

The procedure detailed in figure 1 also supplies information about the concurrent criterion related validity of the climate measures. The validity of a measure is an estimate of the extent to which it measures what it is purported to measure. Stated differently, validity is an indication of a measure's appropriateness.

Validity and reliability are not unrelated. A measure can be reliable but yet not valid, however, an unreliable measure cannot be valid. This is demonstrated mathematically by the fact that the square root of a measure's reliability sets the upper limit of the level of its criterion related validity. That is, a correlation between a parallel measure and some other non-parallel measure cannot exceed the square root of the parallel measure's reliability (See Carmines and Zeller, 1979 and Zeller and Carmines, 1980, for an introductory overview of reliability and validity assessment.) One result of low reliability due to measurement error is, consequently, an attenuation in the estimated correlation between variables so afflicted. The measurement model in figure 1 provides estimates of disattenuated correlations. In order to accomplish this estimates of indicator (observed variable) reliability are used to correct the estimated correlations among true (indirectly measured) variables for unreliability due to random measurement error, yielding estimates of what the correlations between the true variables would be if they were measured perfectly. The disattenuated correlations are represented in the figure by the curved double headed arrow connecting the two climate constructs.

A second measurement model presented in figure 2 allows for an assessment of the construct validity (convergent and discriminant validities) of climate measures by specifying the sources of nonrandom measurement error due to the methods used to exact the data. This is accomplished via the multitrait - multimethod (MTMM) matrix proposed by Campbell and Fiske (1959). Those interested in applications of this model should also consult Alwin (1974) and Althausen (1974) for an overview of the different explicit and implicit assumptions one must make about the nature of the method variance (nonrandom error) and the implications these assumptions have for interpretations derived from their application.

In this diagram,  $C_i$ ,  $i=1$  to 4, represent the indirectly measured climate constructs (traits) of interest, and  $M_j$ ,  $j=1,2$ , represent the nonrandom measurement effects due to the method by which the data were obtained. The nonrandom measurement effects,  $M_j$ , are incorporated in  $c_{ij}$ ,  $i=1$  to 4, and  $j=1,2$ , the observed indicator variables of each trait obtained using each of the methods. The  $c_{ij}$  might, for example, represent measures obtained from the questionnaire survey of individuals. The different methods of measuring a single concept might be several estimates or counts of some incidents (say different types of violence) on one hand and several Likert scales (ordinal responses based on gradations of qualitative statements, e.g., a scale containing statements ranging from strongly agree to strongly disagree) also assessing one's perceptions of violence on the other hand. The influence of the method on the observed variable is indicated by the path (arrow) from  $M_j$  to  $c_{ij}$ , and an estimate of the magnitude of this influence is interpreted as the correlation between the type of method and the observed variable. The influence (correlation) of the unmeasured traits on the observed variables are indicated by the paths from  $C_i$  to  $c_{ij}$ . The  $u_k$ ,  $k=1$  to 8, represent other unknown sources of error in the observed variables which are presumed to be random and unique to that particular variable, as well as error due to the measure's unreliability.

Campbell and Fiske established the following set of criteria for assessing convergent and discriminant validity within the MTMM matrix: 1) the validities (represented in figure 2 by the arrows between  $C_i$  and  $c_{ij}$ ) should be significantly different from zero and sufficiently large to encourage further examination of validity -- this is evidence of convergent validity, 2) the validity for a variable (the correlation between the observed indicator variable  $c_{ij}$  and the trait  $C_i$ ) should be higher than the correlation between that indicator and any other variable having neither trait nor method in common -- this is evidence of discriminant validity, 3) a variable should correlate higher with an independent effort to measure the same trait than it does with variables intended to measure other traits via the same method.

The information obtained from model 1 is a subset of the information available from the specification of model 2. Model 2, however provides a more rigorous examination of the measurement model with respect to the issues of validity and reliability. Although model 2 provides more information regarding the appropriateness of the observed indicator variables vis-a-vis the traits they are purported to measure, it is also more demanding because it requires that one obtain observed indicators of each trait by more than one type of data collection method. We have presented both models since the demands of model 2 may not always be met if one is relying only on the items available in the questionnaires in appendices A and B.

Nevertheless, it should be possible to specify the measurement model of figure 1 in most instances<sup>7</sup>.

#### ANALYTIC METHODS FOR AN EXPLANATORY MODEL OF PRISON CLIMATES

The final model is intended to provide a general framework for specifying a variety of explanatory analyses, dependent upon one's interest. There are two possible analytic strategies which could be employed in an explanatory research design. A trend study wherein measures are obtained from successive samples of (not necessarily the same) individuals at several points in time, or a panel (also called longitudinal) design in which the same or similar measurements are obtained on the same unit of analysis (e.g. an individual, living unit, institution, or perhaps geographical region) at two or more points in time. The trend design is useful when one is simply interested in determining how much a single measure has changed in a population over time, and not in the reasons for changes that occur among any specific individuals. Alternatively, a panel design allows for an analysis of variations between the units at any single point in time (cross-sectional analysis), and of differences in patterns of change between units over time (a longitudinal analysis of the contemporaneous and lagged effects of a change in one measure on another measure).

An analysis of data collected at a single institution at multiple points in time necessarily requires an individual unit of analysis since there would be no variation to examine at an institutional level. While it is possible to employ a panel design with this type of intra-institutional analysis, a trend design is more plausible since the panel design would be difficult to accomplish in a prison environment (since it would require measures on the same individuals at successive points in time). In an analysis of multiple institutions at multiple points in time, an inter-institutional analysis, the institution is a feasible unit of analysis and a panel design an acceptable analytic strategy.

The explanatory model presented below is a longitudinal study of institutional units of analysis (an inter-institutional design) concerned with an exploration of the processes involved in prison climate change over time<sup>8</sup>. Figure 3 displays a generic path model of the expected relationships among the three types of data elements described earlier -- global (G), structural or contextual (S), and aggregate (A). The first numeric subscript represents the panel number, that is, sequential number of the occasion on which the survey was administered. The proposed design requires three administrations of the survey at intervals indicated

7. Both of the measurement models presented above as well as the third model which follows can probably be most easily specified using one of three statistical programs: Lisrel (Joreskog and Sorbom, 1983), Mls (Schoenberg, 1982), or BMDP EQS (BMDP, 1984).

8. The vicissitudes of organizational climates are presumably due to fluctuations in the elements that comprise the organizational complement. An appropriate research design to study this kind of dynamic process, therefore, is one which takes time into consideration. The type of design we have proposed allows one to observe the processes involved in the stability or change in some phenomena. (For a more thorough discussion of panel designs or the analyses of panel data, see Markus (1979), Kessler and Greenberg (1981) or Joreskog and Sorbom (1979)).

by time  $t$  and  $t+m$  where  $m$  represents some number of months. Subscripts  $c$  and  $i$  represent the specific type of climate being modeled and the institution from which the scores were obtained, respectively. The subscript  $c$  can, but does not necessarily, represent the same type of climate throughout the model. That is, the model might, for example, be used to assess the stability of a single type of climate over time, in which case subscript  $c$  would represent the same climate throughout the model, or it might be used to assess the impact of one type of climate on another, in which case the subscript  $c$  would not represent the same climate throughout that specific model.

The model depicted in figure 3 specifies a lagged causal relationship between the types of data elements with respect to one or more specific types of climates. Although one might expect to observe the contemporaneous associations, no effects of this kind are specified in the model since the causal nature of these relations is unclear (i.e., are the contextual effects caused by the aggregated effects or vice versa, are they both caused by the global effects, or is the nature of the relationship defined by some other process). The path coefficients depicted in figure 3 -- the estimated effects of one measure on another denoted by the connecting lines between the subscripted letters -- are partial regression coefficients. This means that the estimated coefficients of the autoregressive components (the paths linking the same type of climate indicator at different points in time, for example  $S_{1c_i}$  with  $S_{2c_i}$  and  $S_{3c_i}$ ) and the cross-lagged components (the paths linking different types of climate indicators at different points in time, for example  $A_{2c_i}$  with  $S_{3c_i}$ ) of the model are controlled for the other effects in the model. Hence, the effects of the cross-lagged measures, are discounted from the estimation of the autoregressive effects and vice versa. This allows us to estimate the stability of specific types of climates over time or the lagged or contemporaneous influence of one type of climate on another.

Following Alwin's (1976) elaboration of Hauser's (1971) path analytic specification of an analysis of covariance model designed to dissect the variance in aggregated measures (means computed on distributions of individual scores) into individual and contextual effects, Lincoln and Zeitz (1980) demonstrate the validity and utility of organizational level analysis via aggregate data. The model in figure 3 employs Lincoln and Zeitz's strategy for obtaining organizational properties from aggregate data through the separation of individual and structural effects. The concept of a structural (contextual) effect assumes that data collected at an individual level have been grouped into some meaningful categories (e.g. based on program involvement, living unit, institution, or region) and the individual responses have been summarized (aggregated) on the basis of these groups. For the purpose of contextual analysis in general, the aggregate figures can be means, standard deviations, ratios or any other meaningful summary statistic. For this specific application the summary statistic is limited to estimates of the group means.

A structural effect is presumed to exist if some individual level (dependent) measure displays a net association with the group mean on a predictor variable while controlling for the individual scores on that predictor variable. This can be expressed in the following regression equation:

$$Y = a + b_{yx} \cdot \bar{x} + b_{y\bar{x}} \cdot x + e$$

where  $y$  is the dependent individual level measure showing an association,  $b_{yx} \cdot \bar{x}$  is the effect of the individual level predictor scores on the dependent measure when

controlling for the effects of the group means of this same predictor variable (i.e., the individual level effect within groups), and  $b_{yx.x}$  is the effect of the group means of the predictor variable on the dependent variable when controlled for the individual level scores (i.e., the group level effect). In this context Alwin demonstrates that the contextual effect is the difference between the group level effect and the individual level effect within groups. As Lincoln and Zietz show, this difference also measures the extent to which an analysis of group level processes is warranted by one's data. (For a more detailed discussion of this modeling strategy as well as an applied example, see Lincoln and Zeitz, 1980).

The modeling strategy portrayed in model 3 enables an investigator to ascertain whether statistical relationships arise from organizational level or individual level causal processes. Moreover, the analytic approach permits one to directly introduce global variables as well as additional aggregate variables. Lincoln and Zeitz's extension of Alwin's and Hauser's work in the context of the general model in figure 3, allows any relationship in which both the dependent and the independent variables are expressed as means (averages derived from individuals' responses) to be partitioned into its organizational and individual level components.

### SUMMARY AND CONCLUSION

Our purpose has been to develop: 1) a reservoir of questionnaire items which purportedly measure prison climates in a subjective manner, 2) a list of plausible objective prison climate indicators, and 3) statistical methods useful in exploring and explaining prison climate phenomena. The questionnaires were constructed as a single instrument (i.e., one for staff and one for inmates) and include keypunch and data field instructions. To facilitate the administration and analysis of the questionnaire a computer program, written in a popular and widely available statistical package (SPSSX and SPSS/PC), is available to define the data structure. The instruments were also produced in such a way as to allow for an administration of only some of the sections of the questionnaire, if that is desirable. In order to make the instrument as transportable as possible, we have also produced versions which are suitable for administration outside the Federal Bureau of Prisons. Furthermore, we described two models which explore the validity and reliability and the questionnaire items, and an analytic method which integrates both the subjective and objective types of data into a comprehensive explanatory model of various prison climates.

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TABLE 1.

OBJECTIVE METHOD of Information Collection				SUBJECTIVE METHOD of Information Collection				
INDIVIDUAL Unit of Analysis (Contextual Analysis)		COLLECTIVE Unit of Analysis		INDIVIDUAL Unit of Analysis		COLLECTIVE Unit of Analysis		
INDIVIDUAL Level Data Source	INSTITUTIONAL Level Data Source	INDIVIDUAL Level Data Source	INSTITUTIONAL Level Data Source	INDIVIDUAL Level Data Source	INSTITUTIONAL Level Data Source	INDIVIDUAL Level Data Source	INSTITUTIONAL Level Data Source	
INDIVIDUAL MEASURES  are ob- tained from individual records	GLOBAL MEASURES  are obtained directly from institutional records or directly from observ- able inform- ation	AGGREGATED INDIVIDUAL MEASURES  are instit- utional summaries of indivi- dual char- acteristics created from indivi- dual records	GLOBAL MEASURES  are obtain- ed directly from in- stitutional records or directly from ob- servable information	INDIVIDUAL MEASURES  are obtained via question- naire survey responses	Don't exist	AGGREGATED INDIVIDUAL MEASURES  created from re- sponses to question- naire survey items about individual character- istics	EMERGENT GROUP ATMOSPHERE MEASURES  created from responses to question- naire survey items about interactions between in- dividuals within the institution (i.e. about collective processes)	Don't exist

TABLE 2

COLLECTIVE MEASURES

ANALYTIC PROPERTIES - ALSO CALLED AGGREGATE TRAITS: DATA SOURCE-INDIVIDUAL LEVEL MEASURE TRANSFORMED TO COLLECTIVE MEASURE FOR COLLECTIVE LEVEL ANALYSIS  
(Objective/Subjective Method of Measurement-Gathered from individuals via questionnaire survey or survey of institutional records)

% Profile of Racial Makeup

Expectations (Averages) of:

Inmate Security (Custody) Level

Salient Factor Score (Criminal History)

Length of Time at Institution (Staff and Inmate)

Time Until Expected Date of Release

Age (Staff and Inmates)

Education Level (Staff and Inmates)

Physical and Perceptual Health Indicators (Staff and Inmates)

Physical and Perceptual Levels of Stress (Staff and Inmates)

Morale (Staff)

Expectations (Averages) Counts or Rates of:

# Serious or Infectious Illnesses Per Month

# Accidents Per Month by Area, e.g. Living, Industrial, Kitchen, etc.  
(Staff and Inmates)

# Disciplinary Reports by Severity Level Per Month

# Inmate/Inmate and Inmate/Staff Assaults Per Month

# of Inmates Admitted to Disciplinary/Administrative Segregation  
(Admissions/Capacity) Per Month

# of Visits Per Month

# of Program Enrollments/Completions Per Month

# of Escapes (or Attempts) Per Month

# of Lawsuits Per Month

# of Successful Lawsuits Per Month

STRUCTURAL, PROPERTIES ALSO CALLED CONTEXTUAL OR COMPOSITIONAL TRAITS OR EMERGENT GROUP ATMOSPHERE: DATA SOURCE-INDIVIDUAL LEVEL MEASURE TRANSFORMED TO COLLECTIVE MEASURE FOR COLLECTIVE LEVEL ANALYSIS

(Subjective Method of Measurement-Gathered from inmates and staff via questionnaire survey)

Expected Perceptions (Average Assessments) of:

Openness and Effectiveness of Communication Channels between Staff and Management (Staff)

Effectiveness of Management style (staff)

Effectiveness of Management-Union Relations (Staff)

Openness and Effectiveness of Communication Channels between Staff and Inmates (Staff and Inmates)

Staff-Inmate Relations (Staff and Inmates)

Institutional Level of Violence (Staff and Inmates)

GLOBAL PROPERTIES: DATA SOURCE-COLLECTIVE LEVEL MEASURE

(Objective Method of Measurement-Generally gathered from institutional records)

Ratios of:

# of Correctional Officers to # of Inmates

# of Service Providers to # of Inmates

# of Managers to # of Inmates

# of Managers to # of Non-Managers

Institution Security Level

Age of Facility

Facility Size (Average or Count of Staff Per Month, Average or Count of Inmates Per Month (Mandays), Design Capacity)

Transiency (# of Inmates Admitted During the Last Year, # of Inmates Discharged During the Last Year, Staff Turnover During the Last Year)

# of Different Academic/Training Programs Offered During Previous Year (Count Each Course Offering)

Population Density (Square Feet Per Inmate, # of Inmates Per Cell or Dormitory)

Climate Survey Response Rate

FIGURE 1.  
MEASUREMENT MODEL

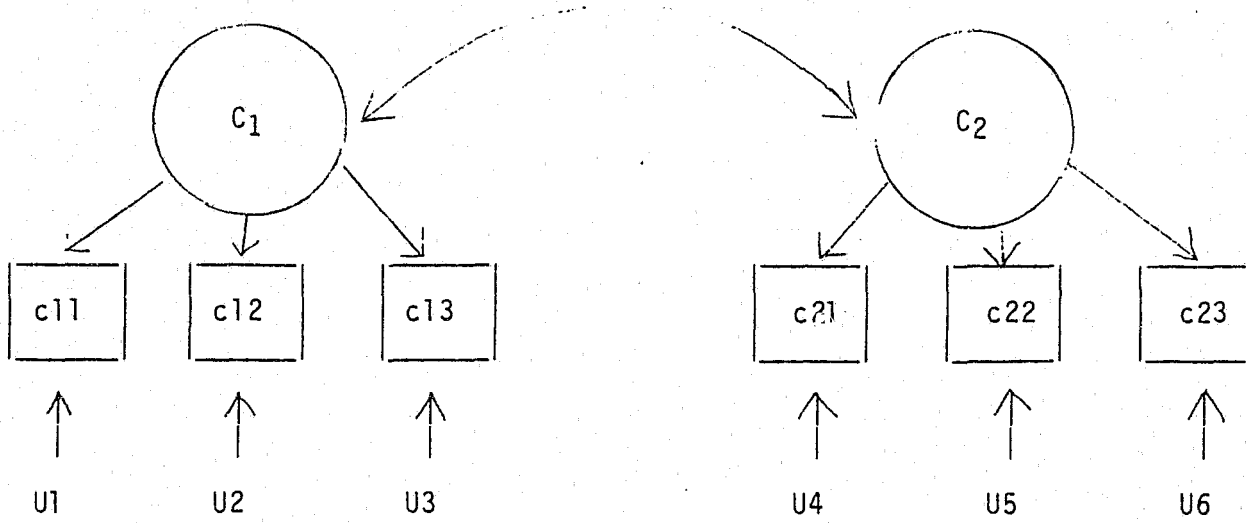


FIGURE 2  
CONVERGENT AND DISCRIMINANT VALIDITY MODEL

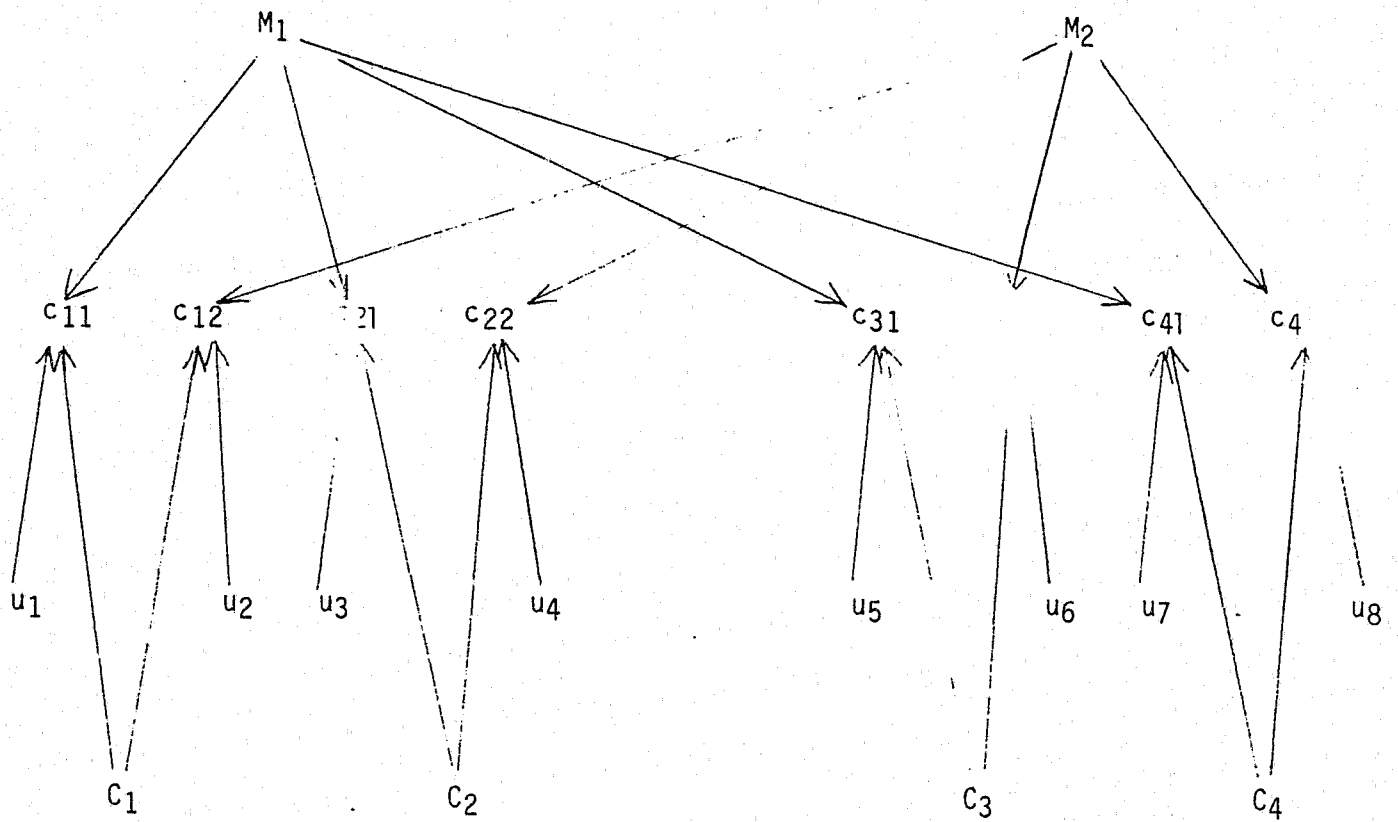
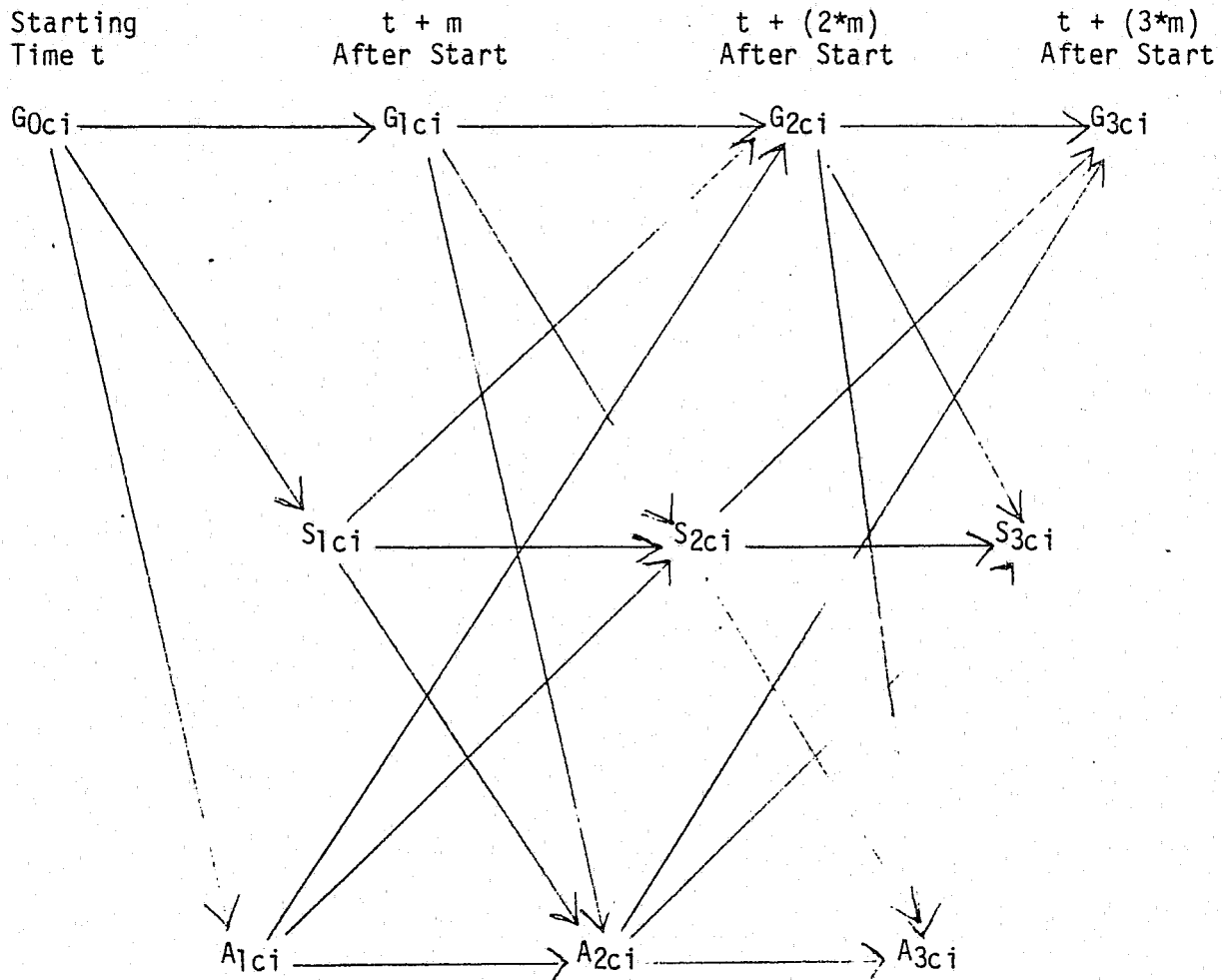


FIGURE 3  
LONGITUDINAL DESIGN





Cards: 1-5, Columns: 1

Cards: 1-5, Columns: 2-4

Cards: 1-5, Columns: 5-7

Institution Number

Case Number

\_\_\_\_ \_  
\_\_\_\_ \_  
\_\_\_\_ \_

OFFICE OF RESEARCH  
FEDERAL BUREAU OF PRISONS

William G. Saylor, Gerald G. Gaes, and Suzanne D. Vanyur

SURVEY OF PRISON ENVIRONMENTS

The Bureau of Prisons is interested in your impressions of the quality of life in your current institution. You will be asked for your opinions about this institution's living conditions and about other experiences you have had here. The questions will ask you to think about a recent period during your incarceration in this institution. For each question, you will be asked to fill in the bracket ( ) which corresponds to your answer or to fill in a space with a number. One type of question might ask you, "About how often did most inmates have visitors at this institution during the past six months?" The choices might be:

(0)	(1)	(2)	(3)	(4)	(5)	(6)
Never	Very rarely	Rarely	Now and then	Often	Very often	All the time

You would fill in the bracket which most nearly corresponds to your impression. So, for example, if you thought that most inmates received visitors OFTEN, you would fill in bracket (4). Another question might ask you, "What percentage of the inmate population do you think are members of minority groups? (black, hispanic, native american, etc.) \_\_\_\_%." If you thought the answer was 50 percent, you would write 50 in the space provided. These questions are, of course, only examples.

The purpose of this survey is to get your impressions of the living and working conditions and experiences in this institution. Your answers, along with those of other people responding to this survey, will provide the administration with much needed information about the Bureau of Prisons' facilities. There are no right or wrong answers, only your opinions. Please take your time to read each item carefully so that you can give an accurate indication of your opinion. Although it is unlikely that you will find any of these items sensitive, your answers will, nevertheless, be kept strictly confidential.

Thank you for your participation.

Before giving your opinions on the following pages, please complete the next 13 items. This information is asked for the purpose of checking whether the inmates who have responded to our survey are like all other inmates in this institution.

Card/Columns

1/8

1. Are you:

- (1) American Indian
- (2) Asian or Pacific Islander
- (3) Black
- (4) Eskimo or Aleut
- (5) White
- (6) Other (fill in) \_\_\_\_\_

1/9

2. Are you of hispanic origin?

- (0) No (1) Yes

1/10

3. What is your sex?

- (1) Male
- (2) Female

1/11-12†  
(YEARS)

4. How long have you been at this institution?

1/13-14†  
(MONTHS)

\_\_\_\_\_ YEARS \_\_\_\_\_ MONTHS

1/15-16†  
(YEARS)

5. How much time do you have remaining on your sentence?

1/17-18†  
(MONTHS)

\_\_\_\_\_ YEARS \_\_\_\_\_ MONTHS

1/19-20†  
(State)

6. How many other adult prisons have you been incarcerated in prior to this one (not including holdover status)?  
(If this is the first prison, put a zero (0) on both lines.)

1/21-22†  
(Federal)

\_\_\_\_\_ State, County, or City prisons

\_\_\_\_\_ Federal prisons (Bureau of Prisons, military, etc.)

† Keypunch instructions: Throughout the questionnaire, all items marked with this symbol (†) are to be right justified.

Card/Columns

7. During the past year, how much time have you spent in:

1/23-24+ (MONTHS)	(a) holdover status?	_____ MONTHS	_____ WEEKS
1/25-26+ (WEEKS)			
1/27-28+ (MONTHS)	(b) disciplinary segregation status?	_____ MONTHS	_____ WEEKS
1/29-30+ (WEEKS)			
1/31-32+ (MONTHS)	(c) administrative detention status?	_____ MONTHS	_____ WEEKS
1/33-34+ (WEEKS)	(not including holdover)		

1/35-36 8. What is your age as of your last birthday?

\_\_\_\_\_ YEARS

1/37 9. What is your current custody classification?

(1) Community (2) Out (3) In (4) Maximum (5) Unassigned/Unclassified

1/38 10. Which of the following describes your housing unit? Check the one category that most closely describes your unit.

- (1) An open bay dormitory
- (2) A dormitory with partitions or cubicles
- (3) A unit with rooms or cells having no tiers
- (4) A unit with tiers containing rooms or cells

1/39-40+ (MONTHS) 11. How long have you been living in your present housing unit?

1/41-42+ (WEEKS) \_\_\_\_\_ MONTHS \_\_\_\_\_ WEEKS

1/43 12. What kind of housing unit is yours?

- (1) General population
- (2) A & O
- (3) Drug/Alcohol
- (4) Holdover/Segregation
- (5) Industries
- (6) Pre-release
- (7) Other (fill in) \_\_\_\_\_

1/44-45+ 13. If you live in a cell, cubicle, or room, how many other people (not including yourself) share that cell, cubicle, or room with you? (Enter a zero (0) if you have the living area to yourself.)

other person(s)

PERSONAL SAFETY AND SECURITY

The purpose of this survey is to find out your impression of the overall safety of the living conditions in this institution during the time period specified in each question. Please read each question carefully. Remember, there are no right or wrong answers, only your opinions. We have included a category labeled "No knowledge" for those inmates who might not be familiar with certain aspects of this institution. If you have any knowledge on which to base your answer, no matter how limited it may be, please try to answer the question. Otherwise, you may mark the "No knowledge" option.

Card/Columns

2/8-10+ 1. How many instances do you know of, in the last six months (180 days), where there have been heated arguments among inmates not involving physical force or weapons? (If you don't believe there have been any instances, put a zero (0) in the space below. If you don't know whether there have been any instances, place a check mark next to "No knowledge" below.)

(-1) No knowledge                         number of instances

(If you answered "No knowledge" or "0", please go to question 2.)

2/11-13+ A. When was the last time you know of there a heated argument took place among inmates? (If the last instance was today, write a zero (0) in the space below.)

days ago

2/14 B. Have these arguments most often been among the same inmates or have they been among different inmates?

(1)  
Usually among the  
same inmates

(2)  
Usually among  
different inmates

2/15 C. Does the number of inmates who have been in heated arguments bother you?

(0)  
Not at all

(1)  
A little

(2)  
A great deal

Card/Columns

2/16-18t 2. How many instances do you know of, in the last six months (180 days), where an inmate has been physically injured in an assault without a weapon (not including sexual assaults) by one or more inmates? (If you don't believe there have been any instances, put a zero (0) in the space below. If you don't know whether there have been any instances, place a check mark next to "No knowledge" below.)

(-1) No knowledge                       number of instances

(If you answered "No knowledge" or "0", please go to question 3.)

2/19-21t A. When was the last time you know of that one of these physical assaults took place? (If the last instance was today, write a zero (0) in the space below.)

days ago

2/22 B. Have these physical assaults usually happened to the same inmates (are the victims often the same people) or did they seem to happen to anybody?

(1)  
Usually to the  
same inmates

(2)  
Usually to anybody

2/23 C. Does the number of inmates who have been physically assaulted by other inmates bother you?

(0)  
Not at all

(1)  
A little

(2)  
A great deal

2/24-26t 3. How many instances do you know of, in the last six months (180 days), where fights among inmates have involved the use of weapons? (If you don't believe there have been any instances, put a zero (0) in the space below. If you don't know whether there have been any instances, place a check mark next to "No knowledge" below.)

(-1) No knowledge                       number of instances

(If you answered "No knowledge" or "0", please go to question 4.)

2/27-29t A. When was the last time you know of that one of these fights with weapons took place? (If the last instance was today, write a zero (0) in the space below.)

days ago

Card/Columns

2/30

B. Have these fights with weapons usually been among the same inmates or among different inmates?

(1)  
Usually among the same inmates

(2)  
Usually among different inmates

2/31

C. Does the number of inmates who have been in fights with weapons bother you?

(0)  
Not at all

(1)  
A little

(2)  
A great deal

2/32-34†

4. How many instances do you know of, in the last six months (180 days), where an inmate has been sexually assaulted? (If you don't believe there have been any instances, put a zero (0) in the space below. If you don't know whether there have been any instances, place a check mark next to "No knowledge" below.)

(-1) No knowledge

number of instances

(If you answered "No knowledge" or "0", please go to question-5.)

2/35-37†

A. When was the last time you know of the one of these sexual assaults took place? (If the last instance was today, write a zero (0) in the space below.)

days ago

2/38

B. Have these sexual assaults usually happened to the same inmates (are the victims often the same people) or did they seem to happen to anybody?

(1)  
Usually to the same inmates

(2)  
Usually to anybody

2/39

C. Does the number of inmates who have been sexually assaulted bother you?

(0)  
Not at all

(1)  
A little

(2)  
A great deal



Card/Columns

2/49

A. How safe or dangerous do you think it has been in this prison for inmates who are members of a gang? (dangerous in the sense of being killed or injured in an assault)

(0)	(1)	(2)	(3)	(4)	(5)
Very safe	Safe	Somewhat safe	Somewhat dangerous	Dangerous	Very dangerous

2/50

11. How safe or dangerous do you think it has been in this prison for inmates who are not members of a gang? (dangerous in the sense of being killed or injured in an assault)

(0)	(1)	(2)	(3)	(4)	(5)
Very safe	Safe	Somewhat safe	Somewhat dangerous	Dangerous	Very dangerous

2/51

12. How safe do you feel you have been from being hit, punched or assaulted by other inmates?

(0)	(1)	(2)	(3)	(4)	(5)
Very safe	Safe	Somewhat safe	Somewhat unsafe	Unsafe	Very unsafe

2/52

13. How safe do you feel your personal property has been?

(0)	(1)	(2)	(3)	(4)	(5)
Very safe	Safe	Somewhat safe	Somewhat unsafe	Insafe	Very unsafe

2/53

14. During the past two years, have you had a shot (incident report) written on you that resulted in disciplinary segregation, loss of good time, disciplinary transfer, or a later parole date?

(0) No      (1) Yes      (2) Not sure

(If you answered "No" or "Not Sure", please go to question 15.)

2/54

A. Do you feel that the punishment you received for this shot was fair?

(0) No      (1) Yes      (2) Not sure



Card/Columns

2/55

15. During the past two years, have you had a shot (incident report) written on you that resulted in a punishment other than disciplinary segregation, loss of good time, disciplinary transfer, or a later parole date?

(0) No                      (1) Yes                      (2) Not sure

(If you answered "No" or "Not Sure", please go to question 16.)

2/56

A. Do you feel that the punishment you received for this shot was fair?

(0) No                      (1) Yes                      (2) Not sure

2/57

16. How free do you feel inmates have been to move about this institution during the day?

(0) Not at all                      (1) Slightly                      (2) Moderately                      (3) More than moderately                      (4) Very

2/58

17. How free do you feel inmates have been to move about this institution during the evening?

(0) Not at all                      (1) Slightly                      (2) Moderately                      (3) More than moderately                      (4) Very

2/59

18. How often have there been shakedowns (searches) in your housing unit during the last six months?

(0) Never                      (1) Very rarely                      (2) Rarely                      (3) Now and then                      (4) Often                      (5) Very Often                      (5) All the time

2/60

19. How often have you had a strip or pat search during the last six months? (not including those required for visits)

(0) Never                      (1) Very rarely                      (2) Rarely                      (3) Now and then                      (4) Often                      (5) Very Often                      (5) All the time

Card/Columns

20. Do you think there have been enough staff here to provide for the safety of inmates:

2/61 (a) during the day shift? (0) No (1) Yes

2/62 (b) during the night shift? (0) No (1) Yes

2/63 21. How much control have inmates had over what other inmates do here during the day?

(0)	(1)	(2)	(3)	(4)
None at all	Very little	A moderate amount	A great deal	Complete

2/64 22. How much control have inmates had over what other inmates do here during the evening?

(0)	(1)	(2)	(3)	(4)
None at all	Very little	A moderate amount	A great deal	Complete

2/65 23. How much control have staff had over what inmates do here during the day?

(0)	(1)	(2)	(3)	(4)
None at all	Very little	A moderate amount	A great deal	Complete

2/66 24. How much control have staff had over what inmates do here during the evening?

(0)	(1)	(2)	(3)	(4)
None at all	Very little	A moderate amount	A great deal	Complete

In your opinion, what percentage of inmates in this prison do you think are:

2/67-69+ 25. extremely dangerous? \_\_\_\_\_ %

2/70-72+ 26. dangerous, but not extremely dangerous? \_\_\_\_\_ %

2/73-75+ 27. not dangerous? \_\_\_\_\_ %

\* \* \* \* \*

28. On the back of this page, if you would like to, please tell us about any other aspects of personal safety and security that you think are a problem in this prison.

QUALITY OF LIFE

This survey will ask for your impressions about the overall quality of living conditions at this institution during the past time period specified in each question. Please read each question carefully, and remember that there are no right or wrong answers, only your opinions. We have included a category labeled "No knowledge" for those inmates who might not be familiar with certain aspects of this institution. If you have any knowledge on which to base your answer, no matter how limited, please try to answer the question. Otherwise, you may mark the "No knowledge" option.

- I. Sanitation: This set of questions asks you to think about the cleanliness of the places where you live and work during the past six months.

Card/Columns

3/8-9†

1. How often have insects, rodents, dirt or litter been a problem in your housing unit?

(0) (1) (2) (3) (4) (5) (6)  
Never Very rarely Rarely Now and then Often Very often All the time

(-1) No knowledge

3/10-11†

2. How often have insects, rodents, dirt or litter been a problem in the dining hall?

(0) (1) (2) (3) (4) (5) (6)  
Never Very rarely Rarely Now and then Often Very often All the time

(-1) No knowledge

3/12-13†

3. How often has your housing unit had too much clutter or any material that could start a fire?

(0) (1) (2) (3) (4) (5) (6)  
Never Very rarely Rarely Now and then Often Very often All the time

(-1) No knowledge

3/14-15†

4. How often have there been accidents in your housing unit?

(0) (1) (2) (3) (4) (5) (6)  
Never Very rarely Rarely Now and then Often Very often All the time

(-1) No knowledge

Card/Columns

3/16-17+ 5. How often have there been accidents in the dining hall?

(0) (1) (2) (3) (4) (5) (6)  
 Never Very rarely Rarely Now and then Often Very often All the time

(-1) No knowledge

3/18-19+ 6. How often have there been accidents where you work?

(0) (1) (2) (3) (4) (5) (6)  
 Never Very rarely Rarely Now and then Often Very often All the time

(-1) No knowledge

II. Turnover and Crowding: This set of questions asks you to think about the number of inmates in this prison.

3/20 7. During the past six months, do you think the inmate population here has:

(0) Gone down? (1) Stayed the same? (2) Gone up?

3/21-23+ 8. Of the inmates who were here six months ago, what percentage do you think are still here today?

\_\_\_\_\_ %

3/24-27+ 9. How many inmates do you think are housed in this institution? (Do not include inmates housed in an adjoining Camp if there are any.)

inmates

3/28-31+ 10. How many inmates do you think this institution can effectively and safely manage?

inmates

3/32 11. How crowded has it been in your housing unit?

(0) (1) (2) (3) (4)  
 Not at all crowded Slightly crowded but not uncomfortable Moderately crowded, and becoming uncomfortable More than moderately crowded, and uncomfortable Very crowded

Card/Columns

3/33 12. How crowded has it been outside of your housing unit? (For example, where you eat your meals, go to school, exercise, work, etc.)

- |                    |  |  |   |              |
|--------------------|--|--|---|--------------|
| (0)                | (1)                                    | (2)  | (3)   | (4)          |
| Not at all crowded | Slightly crowded but not uncomfortable | Moderately crowded, and becoming uncomfortable | More than moderately crowded, and uncomfortable | Very crowded |

3/34 13. How much privacy have you had in your housing unit?

- |             |             |                   |              |          |
|-------------|-------------|-------------------|--------------|----------|
| (0)         | (1)         | (2)               | (3)          | (4)      |
| None at all | Very little | A moderate amount | A great deal | Complete |

3/35 14. How noisy has it been in your housing unit during the evening hours?

- |                  |                                      |  |   |            |
|------------------|--------------------------------------|--|---|------------|
| (0)              | (1)                                  | (2)  | (3)   | (4)        |
| Not at all noisy | Slightly noisy but not uncomfortable | Moderately noisy, and becoming uncomfortable | More than moderately noisy, and uncomfortable | Very noisy |

3/36 15. How noisy has it been in your housing unit during sleeping hours?

- |                  |                                      |  |   |            |
|------------------|--------------------------------------|--|---|------------|
| (0)              | (1)                                  | (2)  | (3)   | (4)        |
| Not at all noisy | Slightly noisy but not uncomfortable | Moderately noisy, and becoming uncomfortable | More than moderately noisy, and uncomfortable | Very noisy |

III. Visiting: This set of questions asks you to think about the people who come to visit you at this institution.

3/37-39+ 16. During the past six months, approximately how many times have people come to visit you?

number of visits

(If you answered "0", please go to question 17.)

Card/Columns

3/40-41+ A. For the person who visits you most often, how many hours does it take for them to get to this institution?

hours

3/42 B. How would you describe the quality of these visits, in general?

(0) Poor (1) Fair (2) Good

3/43 17. Is it hard for you to arrange a visit with your friends and relatives? (0) No (1) Yes

3/44 18. Is it hard for your friends and relatives to arrange a visit with you? (0) No (1) Yes

DURING THE PAST SIX MONTHS:

3/45 19. How often has there been a problem due to too many people in the visiting room?

(0) Never (1) Very rarely (2) Rarely (3) Now and then (4) Often (5) Very often (6) All the time

3/46 20. How often has it been hard to talk with a visitor because of too much noise in the visiting room?

(0) Never (1) Very rarely (2) Rarely (3) Now and then (4) Often (5) Very often (6) All the time

21. Do you think the visiting room has had:

3/47 (a) enough furniture? (0) No (1) Yes

3/48 (b) enough vending machines? (0) No (1) Yes

The next few questions ask you about the quality of food service at this institution during the past six months.

3/49 22. The quality of food at this institution has been:

(0) Poor (1) Fair (2) Good

Card/Columns

3/50 23. The variety of food at this institution has been:  
(0) Poor (1) Fair (2) Good

3/51 24. The amount of food served for main courses has been:  
(0) Not Enough (1) Enough

3/52 25. The appearance of the food at this institution has been:  
(0) Unappealing (1) Appealing

IV. BP-9 Grievances: The next few questions ask you about inmates writing BP-9's.

3/53 26. Have you ever filed a BP-9?  
(0) No (1) Yes  
(If you answered "No", please go to question 27.)

3/54 A. When was the last time that you filed a BP-9?  
(0) (1) (2) (3) (4) (5)  
More than In the In the In the In the This  
a year ago past past six past past -This  
year year months month week  
week  
(If you answered (0) or (1), please go to question 28.)

3/55 B. Was the problem that made you file the BP-9 taken care of to your satisfaction?  
(0) Not at all (1) Partially (2) Completely  
Now, please go to question 28.

3/56 27. If you have not filed a BP-9, which of the following reasons best describes why you have never filed a BP-9?  
(0) I have never had any major complaints  
(1) I thought it would be useless  
(2) I was afraid of negative consequences from staff  
(3) The problems have been taken care of informally  
(4) Other (fill in) \_\_\_\_\_

Card/Columns

3/57

28. How do you think the BP-9 procedure affects the quality of life at this institution?

- (0) Makes it worse
- (1) Makes no difference
- (2) Makes it better

The last two questions ask you about the use of physical force between staff and inmates.

3/58-59†

29. In the past six months, how often have staff members used physical force on inmates?

- (0) Never
- (1) Very rarely
- (2) Rarely
- (3) Now and then
- (4) Often
- (5) Very often
- (6) All the time

(-1) No knowledge

3/60-61†

30. In the past six months, how often have inmates used physical force on staff members?

- (0) Never
- (1) Very rarely
- (2) Rarely
- (3) Now and then
- (4) Often
- (5) Very often
- (6) All the time

(-1) No knowledge

\*            \*            \*            \*            \*            \*            \*            \*

31. On the bottom of this page, if you would like to, please tell us about any other aspects of the quality of life that you think are a problem in this prison.



PERSONAL WELL-BEING

The purpose of this survey is to get information about your physical health during the past year. If you have been incarcerated in this institution for less than twelve months, you are asked to think only about the time you have been at this prison. We want to get an accurate picture of this institution, so please do not think about your experiences in any other prison.

DURING THE PAST TWELVE MONTHS,  
HOW OFTEN HAVE YOU HAD:

Card/Columns		Never	A few times a year	Once a month	A few times a month	Once a week	A few times a week	Every day
4/8	1. A cold or the flu.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/9	2. Recurring headaches.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/10	3. Poor appetite.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/11	4. Disturbed or restless sleep.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/12	5. Concern that something is wrong with your body.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/13	6. Feeling of tenseness or anxiety.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/14	7. Feelings of hopelessness.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/15	8. Difficulty in concentrating.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/16	9. Feelings of worthlessness.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/17	10. A serious illness such as hepatitis or tuberculosis.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/18	11. Stomach problems related to digestion.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/19	12. Muscle aches.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/20	13. Rashes or other skin problems.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/21	14. Back problems (for example, lower back pain, muscle spasms).	(0)	(1)	(2)	(3)	(4)	(5)	(6)

DURING THE PAST TWELVE MONTHS,  
HOW OFTEN HAVE YOU EXPERIENCED:

Never    Very Rarely    Now and then    Often    Very often    All the time

Card/Columns

4/22	15. A feeling of depression.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/23	16. A feeling that you are worrying too much.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/24	17. A feeling of being weak all over.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/25	18. A feeling that nothing turns out right for you.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/26	19. Being bothered by personal worries.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/27	20. An occasional wondering if anything is worthwhile.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/28	21. An urge to smoke cigarettes to excess.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/29	22. An urge to eat to excess.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/30	23. A feeling of being very energetic.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/31	24. A feeling of frustration.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/32	25. A feeling that you really don't care what happens to other inmates.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/33	26. A feeling like you are at the end of your rope.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/34	27. A feeling of worry about your family.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/35	28. A feeling of worry about money problems.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/36	29. A feeling of worry about the amount of theft and violence in this institution.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/37	30. A feeling of being very angry.	(0)	(1)	(2)	(3)	(4)	(5)	(6)

DURING THE PAST TWELVE MONTHS,  
HOW OFTEN HAVE YOU EXPERIENCED:

Card/Columns

		Never	Very rarely	Rarely	Now and then	Often	Very often	All the time
4/38	31. A feeling of being emotionally drained at the end of the day.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/39	32. A feeling of being fatigued when you get up in the morning and have to face another day in this prison.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/40	33. A feeling that you deal with emotional problems very calmly.	(0)	(1)	(2)	(3)	(4)	(5)	(6)

DURING THE PAST TWELVE MONTHS,  
HOW OFTEN HAVE YOU:

		Never	A few times a year	Once a month	A few times a month	Once a week	A few times a week	Every day
4/41	34. Smoked more than one pack of cigarettes a day.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/42	35. Done something you find to be fun and enjoyable.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/43	36. Exercised to the point of exhaustion.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/44	37. Gotten 7 to 8 hours of rest a day.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/45	38. Drank more than 3 cups of a caffeinated beverage (coffee, tea, colas, etc.) a day.	(0)	(1)	(2)	(3)	(4)	(5)	(6)

\* \* \* \* \*

39. On the back of this page, if you would like to, please tell us about any other aspects of your personal well-being that you think are a problem in this prison.

## SERVICES AND PROGRAMS

This survey will ask for your opinion about how various aspects of the services and programs at this institution have operated during the time period specified in each question. If there has been a recent change in staff (for example, if you have a new warden, case or unit manager) and/or a change in policy, please answer the questions based on what this institution is like now. Please read each question carefully and remember that there are no right or wrong answers, only your opinions.

The next set of questions asks you to think about the staff at this institution during the past six months.

<u>Card/Columns</u>		Never	Very Rarely	Rarely	Now and then	Often	Very Often	All the time
5/8	1. How often have you gone to a staff member to talk about your problems? (requests for institutional services, personal problems, etc.)	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/9	2. How often has your correctional counselor been available to discuss your problems when you needed him/her?	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/10	3. How often has the information from your correctional counselor been accurate?	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/11	4. How often has your Case Manager been available to discuss your problems when you needed him/her?	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/12	5. How often has the information from your Case Manager been accurate?	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/13	6. How often has the information from your Unit Manager been accurate?	(0)	(1)	(2)	(3)	(4)	(5)	(6)

<u>Card/Columns</u>		Never	Very Rarely	Rarely	Now and then	Often	Very Often	All the time
5/14	7. How often has the information from the Administrative Staff (for example, the warden, etc.) been accurate?	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/15	8. How often has the information from Correctional Officers been accurate?	(0)	(1)	(2)	(3)	(4)	(5)	(6)

For questions 9 to 26, please fill in the bracket which best describes how much you agree or disagree with each statement. Again, keep only the last six months in mind.

		Strongly disagree	Disagree	Some-what disagree	Some-what agree	Agree	Strongly agree
5/16	9. It has been easy to get information from the staff.	(0)	(1)	(2)	(3)	(4)	(5)
5/17	10. I have often gotten conflicting information from the staff.	(0)	(1)	(2)	(3)	(4)	(5)
5/18	11. The staff here has usually told inmates what is going on in the institution.	(0)	(1)	(2)	(3)	(4)	(5)
5/19	12. The staff has let inmates know what is expected of them.	(0)	(1)	(2)	(3)	(4)	(5)
5/20	13. The staff has ignored inmate suggestions and complaints.	(0)	(1)	(2)	(3)	(4)	(5)
5/21	14. The staff has not told us about things we ought to know.	(0)	(1)	(2)	(3)	(4)	(5)
5/22	15. The staff has not given us clear-cut orders and instructions.	(0)	(1)	(2)	(3)	(4)	(5)

Card/Columns		Strongly disagree	Disagree	Some-what disagree	Some-what agree	Agree	Strongly agree
5/23	16. The present administration (the warden, etc.) has been doing its best to give us good living conditions.	(0)	(1)	(2)	(3)	(4)	(5)
5/24	17. The staff has had a poor way of handling inmate complaints around here.	(0)	(1)	(2)	(3)	(4)	(5)
5/25	18. The staff has done everything they can to see that inmates get a fair break.	(0)	(1)	(2)	(3)	(4)	(5)
5/26	19. Staff members have been too involved in their own interests to care about the needs of inmates.	(0)	(1)	(2)	(3)	(4)	(5)
5/27	20. I have had confidence in the fairness and honesty of the staff.	(0)	(1)	(2)	(3)	(4)	(5)
5/28	21. Inmates have sometimes been written up around here without much cause.	(0)	(1)	(2)	(3)	(4)	(5)
5/29	22. Staff have known what goes on among inmates.	(0)	(1)	(2)	(3)	(4)	(5)
5/30	23. Staff have controlled violence among inmates.	(0)	(1)	(2)	(3)	(4)	(5)
5/31	24. Staff have controlled forced sex among inmates.	(0)	(1)	(2)	(3)	(4)	(5)
5/32	25. Staff have caught and punished the real "trouble-makers" among inmates.	(0)	(1)	(2)	(3)	(4)	(5)
5/33	26. Staff members have had enough training to do their jobs well.	(0)	(1)	(2)	(3)	(4)	(5)

Card/Columns

5/34

27. How often do you think furloughs have been given at this institution during the past six months?

- (0) Never
- (1) Very rarely
- (2) Rarely
- (3) Now and then
- (4) Often
- (5) Very often
- (5) All the time

5/35

28. During the past six months, the institution's commissary has had an adequate selection of items for inmates.

- (0) Strongly disagree
- (1) Disagree
- (2) Somewhat disagree
- (3) Somewhat agree
- (4) Agree
- (5) Strongly agree

5/36

29. If there has been an error in your commissary account during the past six months, has the error been taken care of to your satisfaction?

- (0) There have not been any errors in my account
- (1) Yes, they have been taken care of
- (2) No, they have not been taken care of

5/37

30. If you have used the law library during the past six months, has it supplied you with adequate legal information?

- (0) I have not used the law library
- (1) Yes, it has
- (2) No, it has not

The next two questions ask for your opinion about the recreational facilities at this institution during the past twelve months.

5/38

31. How often have you used the institution's recreational facilities?

- (0) Never
- (1) A few times a year
- (2) Once a month
- (3) A few times a month
- (4) Once a week
- (5) A few times a week
- (6) Every day

5/39

32. How often have you been unable to use the recreational facilities because of too many people or broken equipment?

- (0) Never
- (1) Very rarely
- (2) Rarely
- (3) Now and then
- (4) Often
- (5) Very often
- (6) All the time

Questions 33 to 39 ask you to think about the time you have spent on religious matters in this institution in the last twelve months.

Card/Columns

5/40-41+ 33. How many hours a week are you involved with matters which relate to your religious beliefs? (for example, in private prayer or meditation, having group discussions about your religion, reading or studying the beliefs of your religion, going to religious services)

— — HOURS

5/42 34. How important are your religious beliefs to your ability to survive in this institution?

(0)	(1)	(2)	(3)	(4)	(5)	(6)
Very unimportant	Unimportant	Some-what unimportant	Undecided or no opinion	Some-what important	Important	Very important

5/43 35. Are you a member of a church, synagogue or mosque?

(0)	(1)
No	Yes

(If you answered "No", please go to question 36.)

5/44 A. Would you say you are an active member?

(0)	(1)
No	Yes

5/45 36. How often did you go to religious services before you were incarcerated?

(0)	(1)	(2)	(3)	(4)	(5)	(6)
Never	A few times a year	Once a month	A few times a month	Once a week	A few times a week	Every day

5/46 37. How often have you gone to religious services at this institution during the past twelve months?

(0)	(1)	(2)	(3)	(4)	(5)	(6)
Never	A few times a year	Once a month	A few times a month	Once a week	A few times a week	Every day



DURING THE PAST TWELVE MONTHS:

Card/Columns		Never	Very Rarely	Rarely	Now and then	Often	Very Often	All the time
5/47	38. How often have the religious staff at this institution been available to talk to inmates who have problems?	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/48	39. How often have you asked the religious staff for help when you have problems?	(0)	(1)	(2)	(3)	(4)	(5)	(6)

The following questions ask for your opinion of the medical services at this institution during the last six months.

5/49-51+ 40. How many days have you been ill or injured during the last six months (180 days)?

days

5/52-54+ 41. In the last six months (180 days), how many days have you been ill or injured seriously enough that you needed medical help, but you did not go to sick call?

days

5/55 42. Have you used the medical facilities during the past six months (180 days) for other than emergency problems?

(0) No (1) Yes

(If you answered "No", please go to question 43.)

5/56 A. Have your non-emergency medical problems been adequately taken care of?

(0) No (1) Yes

5/57 43. Have you had any emergency medical treatment in the last six months?

(0) No (1) Yes

(If you answered "No", please go to question 44.)

Card/Columns

5/58 A. Have your emergency medical problems been adequately taken care of?  
 (0) No (1) Yes

5/59 44. Have you had any dental treatment during the past six months?  
 (0) No (1) Yes  
 (If you answered "No", please go to question 45.)

5/60 A. Have your dental problems been adequately taken care of?  
 (0) No (1) Yes

This last set of questions asks you about your involvement in educational, vocational training, and work programs in this institution.

From the list below, please indicate by a check any programs or jobs you have participated in at this institution during the past six months.

	No (0)	Yes (1)	
5/61	45.		Food Service/Mechanical Service
5/62	46.		Orderly
5/63	47.		Industries/UNICOP
5/64	48.		Vocational Training
5/65	49.		Apprenticeship
5/66	50.		Educational
5/67	51.		Drug/Alcohol Rehabilitation
5/68	52.		Therapy/Counseling
5/69	53.		Social Education/Pre-release Skills
5/70	54.		Other (fill in) _____

55. If you are, or have been, enrolled in an educational program (including ABE, GED, and college courses) during the last six months, please answer the following three questions. Otherwise, please go to question 56.

5/71 A. Do you think the academic courses here (ABE, GED, college courses, etc.) provide you with skills that you will need when you are released to the streets?

(0) Definitely do not      (1) Probably do not      (2) Dont' know      (3) Probably do      (4) Definitely do

Card/Columns

5/72

B. How well have you understood the information presented in class?

- (0) Have not understood at all
- (1) Have understood partially
- (2) Have understood completely

5/73

C. How important is it to you to learn the information presented in class?

- (0) Very unimportant
- (1) Unimportant
- (2) Somewhat unimportant
- (3) Undecided or no opinion
- (4) Somewhat important
- (5) Important
- (6) Very important

56. If you are, or have been, enrolled in a vocational training or apprenticeship program during the last six months, please answer the following three questions. Otherwise, please go to question 57.

5/74

A. Do you think the vocational training/apprenticeship courses here provide you with skills that you will need when you are released to the streets?

- (0) Definitely do not
- (1) Probably do not
- (2) Dont' know
- (3) Probably do
- (4) Definitely do

5/75

B. How well have you understood the information/skills presented in class or in training?

- (0) Have not understood at all
- (1) Have understood partially
- (2) Have understood completely

5/76

C. How important is it to you to learn the information/skills presented in class or in training?

- (0) Very unimportant
- (1) Unimportant
- (2) Somewhat unimportant
- (3) Undecided or no opinion
- (4) Somewhat important
- (5) Important
- (6) Very important

\* \* \* \* \*

57. On the next page, if you would like to, please tell us about any other aspects of the institutional services and programs that you think are a problem in this prison.

Cards 1-5, Columns: 1                      Card Number \_\_\_\_\_  
Cards 1-5, Columns: 2-4                  Institution Number \_\_\_\_\_  
Cards 1-5, Columns: 5-7                  Case Number \_\_\_\_\_

OFFICE OF RESEARCH  
FEDERAL BUREAU OF PRISONS

William G. Saylor, Gerald G. Gaes, and Suzanne D. Vanyur

SURVEY OF PRISON ENVIRONMENTS

The Bureau of Prisons is interested in your impressions of the quality of life in your current institution. You will be asked for your opinions about this institution's living conditions and about other experiences you have had here. The questions will ask you to think about a recent period during your employment in this institution. For each question, you will be asked to fill in the bracket ( ) which corresponds to your answer or to fill in a space with a number. One type of question might ask you, "About how often did most inmates have visitors at this institution during the past six months?" The choices might be:

(0)	(1)	(2)	(3)	(4)	(5)	(6)
Never	Very rarely	Rarely	Now and then	Often	Very often	All the time

You would fill in the bracket which most nearly corresponds to your impression. So, for example, if you thought that most inmates received visitors OFTEN, you would fill in bracket (4). Another question might ask you, "What percentage of the inmate population do you think are members of minority groups? (black, hispanic, native american, etc.) \_\_\_\_%." If you thought the answer was 50 percent, you would write 50 in the space provided. These questions are, of course, only examples.

The purpose of this survey is not to test your knowledge of corrections. Rather, the purpose is to get your impressions of the living and working conditions and experiences in this institution. Your answers, along with those of other people responding to this survey, will provide the administration with much needed information about the Bureau of Prisons' facilities. There are no right or wrong answers, only your opinions. Please take your time to read each item carefully so that you can give an accurate indication of your opinion. Although it is unlikely that you will find any of these items sensitive, your answers will, nevertheless, be kept strictly confidential.

Thank you for your participation.

Before giving your opinions on the following pages, please complete the next nine items. This information is asked for the purpose of checking whether the staff members who have responded to our survey are like all other staff working in this institution.

Card/Columns

- 1/8 1. Are you:
- (1) American Indian
  - (2) Asian or Pacific Islander
  - (3) Black
  - (4) Eskimo or Aleut
  - (5) White
  - (6) Other (fill in) \_\_\_\_\_
- 1/9 2. Are you of hispanic origin?
- (0) No (1) Yes
- 1/10 3. What is your sex?
- (1) Male
  - (2) Female
- 1/11-12† 4. How long have you been working for the Bureau of Prisons?
- (YEARS) \_\_\_\_\_ YEARS \_\_\_\_\_ MONTHS
- 1/13-14† (MONTHS)
- 1/15-16† 5. How long have you been working at this institution?
- (YEARS) \_\_\_\_\_ YEARS \_\_\_\_\_ MONTHS
- 1/17-18† (MONTHS)
- 1/19-20† 6. How many other adult correctional facilities have you worked
- (State) in prior to this one? (If this is the only facility you have
- 1/21-22† worked in, put a zero (0) on both lines.)
- (Federal) \_\_\_\_\_ State, County, or City facilities
- \_\_\_\_\_ Federal facilities (Bureau of Prisons, military, etc.)

† Keypunch instructions: Throughout the questionnaire, all items marked with this symbol (†) are to be right justified.

Card/Columns

1/23 7. Are you a member of the custodial staff?

(0) No (1) Yes

1/24 8. Are you responsible for the supervision of any Bureau of Prisons employees?

(0) No (1) Yes

1/25-26 9. What is your age as of your last birthday?

\_\_\_\_\_ YEARS

PERSONAL SAFETY AND SECURITY

The purpose of this survey is to find out your impression of the overall safety of the living conditions in this institution during the time period specified in each question. Please read each question carefully. Remember, there are no right or wrong answers, only your opinions. We have included a category labeled "No knowledge" for those staff members who might not be familiar with certain aspects of this institution. If you have any knowledge on which to base your answer, no matter how limited it may be, please try to answer the question. Otherwise, you may mark the "No knowledge" option.

Card/Columns

2/8-10+ 1. How many instances do you know of, in the last six months (180 days), where there have been heated arguments among inmates not involving physical force or weapons? (If you don't believe there have been any instances, put a zero (0) in the space below. If you don't know whether there have been any instances, place a check mark next to "No knowledge" below.)

(-1) No knowledge      |  |  |       number of instances

(If you answered "No knowledge" or "0", please go to question 2..)

2/11-13+ A. When was the last time you know of that a heated argument took place among inmates? (If the last instance was today, write a zero (0) in the space below.)

|  |  |       days ago

2/14 B. Have these arguments most often been among the same inmates or have they been among different inmates?

(1)  
Usually among the  
same inmates

(2)  
Usually among  
different inmates

2/15 C. Does the number of inmates who have been in heated arguments bother you?

(0)  
Not at all

(1)  
A little

(2)  
A great deal

2/16 D. Is this condition so objectionable that you have considered either resigning or transferring to another institution?

(0) No

(1) Yes





Card/Columns

2/29-31†

A. When was the last time you know of that one of these fights with weapons took place? (If the last instance was today, write a zero (0) in the space below.)

|||| days ago

2/32

B. Have these fights with weapons usually been among the same inmates or among different inmates?

(1)  
Usually among the same inmates

(2)  
Usually among different inmates

2/33

C. Does the number of inmates who have been in fights with weapons bother you?

(0) Not at all      (1) A little      (2) A great deal

2/34

D. Is this condition so objectionable that you have considered either resigning or transferring to another institution?

(0) No      (1) Yes

2/35-37†

4. How many instances do you know of, in the last six months (180 days), where an inmate has been sexually assaulted? (If you don't believe there have been any instances, put a zero (0) in the space below. If you don't know whether there have been any instances, place a check mark next to "No knowledge" below.)

(-1) No knowledge      |||| number of instances

(If you answered "No knowledge" or "0", please go to question 5.)

2/38-40†

A. When was the last time you know of that one of these sexual assaults took place? (If the last instance was today, write a zero (0) in the space below.)

|||| days ago

2/41

B. Have these sexual assaults usually happened to the same inmates (are the victims often the same people) or did they seem to happen to anybody?

(1)  
Usually to the same inmates

(2)  
Usually to anybody

Card/Columns

2/42 C. Does the number of inmates who have been sexually assaulted bother you?

(0) (1) (2)  
Not at all A little A great deal

2/43 D. Is this condition so objectionable that you have considered either resigning or transferring to another institution?

(0) No (1) Yes

2/44-46† 5. How many instances do you know of, in the last six months (180 days), where an inmate has been pressured for sex? (If you don't believe there have been any instances, put a zero (0) in the space below. If you don't know whether there have been any instances, place a check mark next to "No knowledge" below.)

(-1) No knowledge    number of instances

2/47 6. How often do you think the inmates have had weapons on their person or in their quarters in the past six months?

(0) (1) (2) (3) (4) (5) (6)  
Never Very rarely Rarely Now and then Often Very often All the time

(If you answered (0) "Never", please go to question 7.)

2/48 A. Does this condition bother you?

(0) Not at all (1) A little (2) A great deal

2/49 B. Is this condition so objectionable that you have considered either resigning or transferring to another institution?

(0) No (1) Yes

2/50 7. Have you been physically assaulted in any way by an inmate within the last six months (180 days)?

(0) No (1) Yes

Card/Columns

2/51 8. How safe or dangerous do you think it has been in this prison for male staff members who have a lot of contact with inmates? (dangerous in the sense of being killed or injured in an assault)

(0) (1) (2) (3) (4) (5)  
Very safe Safe Somewhat Somewhat Dangerous Very dangerous  
safe dangerous

(If you answered (0), (1), or (2) to this question, please go to question 9.)

2/52 A. Does this condition bother you?

(0) Not at all (1) A little (2) A great deal

2/53 B. Is this condition so objectionable that you have considered either resigning or transferring to another institution?

(0) No (1) Yes

2/54 9. How safe or dangerous do you think it has been in this prison for female staff members who have a lot of contact with inmates? (dangerous in the sense of being killed or injured in an assault)

(0) (1) (2) (3) (4) (5) (6)  
Very safe Safe Somewhat Somewhat Dangerous Very dangerous No female staff  
safe dangerous have contact  
with inmates

(If you answered (0), (1), or (2) to this question, please go to question 10.)

2/55 A. Does this condition bother you?

(0) Not at all (1) A little (2) A great deal

2/56 B. Is this condition so objectionable that you have considered either resigning or transferring to another institution?

(0) No (1) Yes

2/57-58+ 10. Has there been any gang activity in this institution during the past six months?

(0) No (1) Yes (-1) No knowledge

(If you answered "No knowledge" or "No" , please go to question 11.)

Card/Columns

2/59

A. How safe or dangerous do you think it has been in this prison for inmates who are members of a gang? (dangerous in the sense of being killed or injured in an assault)

(0)	(1)	(2)	(3)	(4)	(5)
Very safe	Safe	Somewhat safe	Somewhat dangerous	Dangerous	Very dangerous

2/60

11. How safe or dangerous do you think it has been in this prison for inmates who are not members of a gang? (dangerous in the sense of being killed or injured in an assault)

(0)	(1)	(2)	(3)	(4)	(5)
Very safe	Safe	Somewhat safe	Somewhat dangerous	Dangerous	Very Dangerous

2/61

12. How likely do you think it is that an inmate would be assaulted on his/her living unit?

(0)	(1)	(2)	(3)
Not at all likely	Somewhat likely	Likely	Very likely

2/62

13. How likely do you think it is that a staff member would be assaulted in this institution?

(0)	(1)	(2)	(3)
Not at all likely	Somewhat likely	Likely	Very likely

2/63

14. How free do you feel inmates have been to move about this institution during the day?

(0)	(1)	(2)	(3)	(4)
Not at all	Slightly	Moderately	More than moderately	Very

2/64

15. How free do you feel inmates have been to move about this institution during the evening?

(0)	(1)	(2)	(3)	(4)
Not at all	Slightly	Moderately	More than moderately	Very

Card/Columns

2/65-66+ 16. How often have there been shakedowns (living area searches) in this institution during the last six months?

- (0) Never
- (1) Very rarely
- (2) Rarely
- (3) Now and then
- (4) Often
- (5) Very Often
- (6) All the time

(-1) No knowledge

2/67-68+ 17. How often have there been body searches (strip or pat) at this institution during the last six months? (not including those required for visits)

- (0) Never
- (1) Very rarely
- (2) Rarely
- (3) Now and then
- (4) Often
- (5) Very Often
- (6) All the time

(-1) No knowledge

18. Do you think there have been enough staff here to provide for the safety of inmates:

2/69-70+ (a) during the day shift? (0) No (1) Yes (-1) No knowledge

2/71-72+ (b) during the night shift? (0) No (1) Yes (-1) No knowledge

19. Do you think there have been enough staff here to provide for the safety of staff members:

2/73-74+ (a) during the day shift? (0) No (1) Yes (-1) No knowledge

2/75-76+ (b) during the night shift? (0) No (1) Yes (-1) No knowledge

2/77 20. How much control have inmates had over what other inmates do here during the day?

- (0) None at all
- (1) Very little
- (2) A moderate amount
- (3) A great deal
- (4) Complete

2/78 21. How much control have inmates had over what other inmates do here during the evening?

- (0) None at all
- (1) Very little
- (2) A moderate amount
- (3) A great deal
- (4) Complete

Card/Columns

2/79 22. How much control have staff had over what inmates do here during the day?

(0)	(1)	(2)	(3)	(4)
None at all	Very little	A moderate amount	A great deal	Complete

2/80 23. How much control have staff had over what inmates do here during the evening?

(0)	(1)	(2)	(3)	(4)
None at all	Very little	A moderate amount	A great deal	Complete

In your opinion, what percentage of inmates in this prison do you think are:

2/81-83† 24. extremely dangerous \_\_\_\_\_ %

2/84-86† 25. dangerous, but not extremely dangerous? \_\_\_\_\_ %

2/87-89† 26. not dangerous \_\_\_\_\_ %

\* \* \* \* \*

27. On the bottom of this page, if you would like to, please tell us about any other aspects of personal safety and security that you think are a problem in this prison.

## QUALITY OF LIFE

This survey will ask for your impressions about the overall quality of living conditions at this institution during the past six months. Please read each question carefully, and remember that there are no right or wrong answers, only opinions. We have included a category labeled "No knowledge" for those staff members who might not be familiar with certain aspects of this institution. If you have any knowledge on which to base your answer, no matter how limited it may be, please try to answer the question. Otherwise, you may mark the "No knowledge" option.

- I. Sanitation: This set of questions asks you to think about the cleanliness of the places where inmates live and work during the past six months.

### Card/Columns

3/8-9†

1. How often have insects, rodents, dirt or litter been a problem in the inmate housing units?

(0)            (1)            (2)            (3)            (4)            (5)            (6)  
Never    Very rarely    Rarely    Now and then    Often    Very often    All the time

(-1) No knowledge

3/10-11†

2. How often have insects, rodents, dirt or litter been a problem in the inmate dining hall?

(0)            (1)            (2)            (3)            (4)            (5)            (6)  
Never    Very rarely    Rarely    Now and then    Often    Very often    All the time

(-1) No knowledge

3/12-13†

3. How often have the inmate housing units had too much clutter or any material that could start a fire?

(0)            (1)            (2)            (3)            (4)            (5)            (6)  
Never    Very rarely    Rarely    Now and then    Often    Very often    All the time

(-1) No knowledge

3/14-15†

4. How often have there been accidents in the inmate housing units?

(0)            (1)            (2)            (3)            (4)            (5)            (6)  
Never    Very rarely    Rarely    Now and then    Often    Very often    All the time

(-1) No knowledge

Card/Columns

3/16-17+ 5. How often have there been accidents in the inmate dining hall?

(0) (1) (2) (3) (4) (5) (5)  
 Never Very rarely Rarely Now and then Often Very often All the time

(-1) No knowledge

3/18-19+ 6. How often have there been accidents where inmates work?

(0) (1) (2) (3) (4) (5) (5)  
 Never Very rarely Rarely Now and then Often Very often All the time

(-1) No knowledge

II. Turnover and Crowding: This set of questions asks you to think about the number of inmates in this prison.

3/20 7. During the past six months, do you think the inmate population here has:

(0) Gone down? (1) Stayed the same? (2) Gone up?

3/21-23+ 8. Of the inmates who were here six months ago, what percentage do you think are still here today?

\_\_\_\_\_ %

3/24-27+ 9. How many inmates do you think are housed in this institution? (Do not include inmates housed in an adjoining Camp if there are any.)

inmates

3/29-31+ 10. How many inmates do you think this institution can effectively and safely manage?

inmates

3/32 11. How crowded do you think it has been in the inmate housing units?

(0) (1) (2) (3) (4)  
 Not at all Slightly Moderately More than Very crowded  
 crowded crowded crowded, and moderately crowded  
 but not becoming crowded, and  
 uncomfortable uncomfortable  
 able able able



Card/Columns

3/33

12. How crowded do you think it has been outside of the inmate housing units? (For example, where inmates eat their meals, go to school, exercise, work, etc.)

- |                    |  |  |   |              |
|--------------------|--|--|---|--------------|
| (0)                | (1)                                    | (2)  | (3)   | (4)          |
| Not at all crowded | Slightly crowded but not uncomfortable | Moderately crowded, and becoming uncomfortable | More than moderately crowded, and uncomfortable | Very crowded |

3/34

13. How much privacy do you think inmates have had in their housing units?

- |             |             |                   |              |          |
|-------------|-------------|-------------------|--------------|----------|
| (0)         | (1)         | (2)               | (3)          | (4)      |
| None at all | Very little | A moderate amount | A great deal | Complete |

3/35

14. How noisy do you think it has been in the inmate housing units during the evening hours?

- |                  |                                      |  |   |            |
|------------------|--------------------------------------|--|---|------------|
| (0)              | (1)                                  | (2)  | (3)   | (4)        |
| Not at all noisy | Slightly noisy but not uncomfortable | Moderately noisy, and becoming uncomfortable | More than moderately noisy, and uncomfortable | Very noisy |

3/36

15. How noisy do you think it has been in the inmate housing units during sleeping hours?

- |                  |                                      |  |   |            |
|------------------|--------------------------------------|--|---|------------|
| (0)              | (1)                                  | (2)  | (3)   | (4)        |
| Not at all noisy | Slightly noisy but not uncomfortable | Moderately noisy, and becoming uncomfortable | More than moderately noisy, and uncomfortable | Very noisy |

III. Grievances: The next few questions ask you about the inmate and staff grievance procedures.

3/37

16. Have you ever filed a grievance against management?

- (0) No      (1) Yes

(If you answered "No", please go to question 17.)

Card/Columns

3/38

A. When was the last time that you filed a grievance against management?

- |                         |                     |                    |                      |                     |              |
|-------------------------|---------------------|--------------------|----------------------|---------------------|--------------|
| (0)                     | (1)                 | (2)                | (3)                  | (4)                 | (5)          |
| More than<br>a year ago | In the<br>past year | In the<br>past six | In the<br>past month | In the<br>past week | This<br>week |

(If you answered (0) or (1), please go to question 18.)

3/39

B. Was the problem that made you file the grievance taken care of to your satisfaction?

- (0) Not at all      (1) Partially      (2) Completely

Now, please go to question 18.

3/40

17. If you have not filed a grievance against management, which of the following reasons best describes why you have not?

- (0) I have never had any major complaints
- (1) I thought it would be useless
- (2) I was afraid of negative consequences from management
- (3) The problems have been taken care of informally
- (4) Other (fill in) \_\_\_\_\_

3/41-42+

18. Weighing the benefits of the BP-9 procedure (i.e., its function as a "safety valve" in handling inmate complaints that might otherwise result in inmate disturbances) against the costs of responding to grievances (i.e., demands on staff time), how would you describe the overall effectiveness of the BP-9 procedure?

- |  |  |                                  |  |  |
|--|--|----------------------------------|--|--|
| (0)                                    | (1)  | (2)                              | (3)  | (4)                                    |
| Much more<br>costly than<br>beneficial | Somewhat more<br>costly than<br>beneficial | Equally costly<br>and beneficial | Somewhat more<br>beneficial<br>than costly | Much more<br>beneficial<br>than costly |

(-1) No knowledge

3/43-44+

19. Have you ever had a BP-9 filed against you?

- (0) No      (1) Yes      (-1) No knowledge

The last few questions ask you about the use of physical force between staff and inmates.

Card/Columns

3/45-46+ 20. In the past six months, how often have staff members used physical force on inmates?

(0) Never (1) Very rarely (2) Rarely (3) Now and then (4) Often (5) Very often (5) All the time

(-1) No knowledge

(If you answered "No knowledge" or (0) "Never", please go to question 21.)

3/47 A. Does this condition bother you?

(0) Not at all (1) A little (2) A great deal

3/48 B. Is this condition so objectionable that you have considered either resigning or transferring to another institution?

(0) No (1) Yes

3/49-50+ 21. In the past six months, how often have inmates used physical force on staff members?

(0) Never (1) Very rarely (2) Rarely (3) Now and then (4) Often (5) Very often (5) All the time

(-1) No knowledge

(If you answered "No knowledge" or (0) "Never", please go to question 22.)

3/51 A. Does this condition bother you?

(0) Not at all (1) A little (2) A great deal

3/52 B. Is this condition so objectionable that you have considered either resigning or transferring to another institution?

(0) No (1) Yes

\* \* \* \* \*

22. On the back of this page, if you would like to, please tell us about any other aspects of the quality of life that you think are a problem in this prison.

PERSONAL WELL-BEING

The purpose of this survey is to get information about your physical health during the past year. If you have been working in this institution for less than twelve months, you are asked to think only about the time you have been at this facility. We want to get an accurate picture of this institution, so please do not think about your experiences in any other institution.

DURING THE PAST TWELVE MONTHS, HOW OFTEN HAVE YOU HAD:		Never	A few times a year	Once a month	A few times a month	Once a week	A few times a week	Every day
4/8	1. A cold or the flu.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/9	2. Recurring headaches.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/10	3. Poor appetite.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/11	4. Disturbed or restless sleep.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/12	5. Concern that something is wrong with your body.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/13	6. Feeling of tenseness or anxiety.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/14	7. Feelings of hopelessness.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/15	8. Difficulty in concentrating.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/16	9. Feelings of worthlessness.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/17	10. A serious illness such as hepatitis or tuberculosis.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/18	11. Stomach problems related to digestion.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/19	12. Muscle aches.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/20	13. Rashes or other skin problems.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/21	14. Back problems (for example, lower back pain, muscle spasms).	(0)	(1)	(2)	(3)	(4)	(5)	(6)

<u>Card/Columns</u>	DURING THE PAST TWELVE MONTHS, HOW OFTEN HAVE YOU EXPERIENCED:	Never	Very rarely	Rarely	Now and then	Often	Very often	All the time
4/22	15. A feeling of depression.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/23	16. A feeling that you are worrying too much.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/24	17. A feeling of being weak all over.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/25	18. A feeling that nothing turns out right for you.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/26	19. Being bothered by per- sonal worries.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/27	20. An occasional wondering if anything is worthwhile.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/28	21. An urge to smoke cigarettes to excess.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/29	22. An urge to eat to excess.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/30	23. A feeling of being very energetic.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/31	24. A feeling of frustration by your job.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/32	25. A feeling that you really don't care what happens to some inmates.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/33	26. A feeling like you are at the end of your rope.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/34	27. A feeling of worry about your family.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/35	28. A feeling of worry about money problems.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/36	29. A feeling of worry about the amount of theft and violence in this institution.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
4/37	30. A feeling of being very angry.	(0)	(1)	(2)	(3)	(4)	(5)	(6)

DURING THE PAST TWELVE MONTHS,  
HOW OFTEN HAVE YOU:

Card/Columns

		Never	A few times a year	Once a month	A few times a month	Once a week	A few times a week	Every day
4/38	31. Smoked more than one pack of cigarettes a day.	(0)	(1)	(2)	(3)	(4)	(5)	(5)
4/39	32. Done something you find to be fun and enjoyable.	(0)	(1)	(2)	(3)	(4)	(5)	(5)
4/40	33. Exercised to the point of exhaustion.	(0)	(1)	(2)	(3)	(4)	(5)	(5)
4/41	34. Gotten 7 to 8 hours of rest a day.	(0)	(1)	(2)	(3)	(4)	(5)	(5)
4/42	35. Drank more than 3 cups of a caffeinated beverage (coffee, tea, colas, etc.) a day.	(0)	(1)	(2)	(3)	(4)	(5)	(5)

\* \* \* \* \*

36. On the back of this page, if you would like to, please tell us about any other aspects of personal well-being that you think are a problem in this prison.

## WORK ENVIRONMENT

The purpose of this survey is to find out how you feel about your work. Please read each question carefully and think only about this prison during the time period specified in each question.

Questions 1 to 38 ask you to think about communication within this organization and about how satisfied you are with your present job. Please fill in the bracket which describes how much you agree or disagree with each of the following statements.

DURING THE PAST SIX MONTHS,  
I HAVE BELIEVED THAT:

<u>Card/Columns</u>		Strongly disagree	Disagree	Some- what disagree	Unde- cided	Some- what agree	Agree	Strongl. agree
5/8	1. The information I get through formal communication channels helps me perform my job effectively.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/9	2. In this organization, it is often unclear who has the formal authority to make a decision.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/10	3. It's really not possible to change things in this institution.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/11	4. I am told promptly when there is a change in policy, rules, or regulations that affects me.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/12	5. I have the authority I need to accomplish my work objectives.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/13	6. Employees do not have much opportunity to influence what goes on in the Bureau of Prisons (BOP).	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/14	7. Under the present system, promotions are seldom related to employee performance.	(0)	(1)	(2)	(3)	(4)	(5)	(6)

DURING THE PAST SIX MONTHS,  
I HAVE BELIEVED THAT:

<u>Card/Columns</u>		Strongly disagree	Disagree	Some-what disagree	Undecided	Some-what agree	Agree	Strongly agree
5/15	8. Management at this institution is flexible enough to make changes when necessary.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/16	9. In this organization, authority is clearly delegated.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/17	10. I am not afraid to inform supervisors about things I find wrong with the Bureau of Prisons (BOP).	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/18	11. My supervisor encourages me to help in developing work methods and procedures for my job.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/19	12. My supervisor gives me adequate information on how well I am performing.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/20	13. My supervisor asks my opinion when a work-related problem arises.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/21	14. I have a great deal of say over what has to be done on my job.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/22	15. On my job I know exactly what my supervisor expects of me.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/23	16. The standards used to evaluate my performance have been fair and objective.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/24	17. During the next year I will probably look for a new job outside the BOP.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/25	18. Information I receive about my performance usually comes too late for it to be of any use to me.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/26	19. My last annual performance rating presented a fair and accurate picture of my actual job performance.	(0)	(1)	(2)	(3)	(4)	(5)	(6)



DURING THE PAST SIX MONTHS,  
I HAVE BELIEVED THAT:

Card/Columns		Strongly disagree	Disagree	Some- what disagree	Unde- cided	Some- what agree	Agree	Strongly agree
5/27	20. My own hard work will lead to recognition as a good performer.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/28	21. I will get a cash award or un-scheduled pay increase if I perform especially well.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/29	22. I often receive feedback from my supervisor for good performance.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/30	23. I have a poor opinion of the BOP most of the time.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/31	24. Most of the time the BOP is not run very well.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/32	25. I am usually dissatisfied with the BOP.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/33	26. The BOP is better than any of the other correctional services (e.g., states).	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/34	27. If I remain in correctional services I would prefer to remain in the BOP.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/35	28. In general, this institution is run very well.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/36	29. This institution is the best in the whole BOP.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/37	30. I am usually dissatisfied with this institution.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/38	31. I would rather be stationed at this institution than any others I know about.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/39	32. I would like to continue working at this institution.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/40	33. I would be more satisfied with some other job at this institution than I am with my present job.	(0)	(1)	(2)	(3)	(4)	(5)	(6)

DURING THE PAST SIX MONTHS,  
I HAVE BELIEVED THAT:

<u>Card/Columns</u>		Strongly disagree	Disagree	Some-what disagree	Undecided	Some-what agree	Agree	Strongly agree
5/41	34. My BOP job is usually interesting to me.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/42	35. I believe my BOP job suits me very well.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/43	36. I believe my BOP job is usually worthwhile.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/44	37. If I have a chance, I will change to some other job at the same rate of pay at this institution.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/45	38. I am currently looking for or considering another job outside the BOP.	(0)	(1)	(2)	(3)	(4)	(5)	(6)

The next few questions ask for your opinion of the Bureau of Prisons training program during the past year.

DURING THE PAST TWELVE MONTHS,  
I HAVE BELIEVED THAT:

<u>Card/Columns</u>		Strongly disagree	Disagree	Some-what disagree	Undecided	Some-what agree	Agree	Strongly agree
5/46	39. My supervisor sees to it that I receive the kind of training that I need to perform my work well.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/47	40. Training at this institution has improved my job skills.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/48	41. The institution's highest executives support the training program.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/49	42. My training has helped me to work effectively with inmates.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/50	43. The BOP training program does not prepare me or help me to deal with situations that arise on the job.	(0)	(1)	(2)	(3)	(4)	(5)	(6)

Questions 44 to 58 ask you to think about your work with inmates.

DURING THE PAST TWELVE MONTHS,  
HOW OFTEN HAVE YOU EXPERIENCED:

<u>Card/Columns</u>		Never	Very rarely	Rarely	Now and then	Often	Very often	All the time
5/51	44. An ability to deal very effectively with the problems of inmates.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/52	45. A feeling that you're positively influencing other people's lives through your work.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/53	46. A feeling that you've become more harsh toward people since you took this job.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/54	47. A feeling of worry that this job is hardening you emotionally.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/55	48. A feeling of exhilaration after working closely with inmates.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/56	49. A feeling that you have accomplished many worthwhile things in this job.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/57	50. A feeling that inmates blame you for some of their problems.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/58	51. A feeling that you are working too hard on your job.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/59	52. A feeling that you can easily create a relaxed atmosphere with inmates.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/60	53. A feeling of being emotionally drained at the end of the workday.	(0)	(1)	(2)	(3)	(4)	(5)	(6)
5/61	54. A feeling that you treat some inmates as if they were impersonal objects.	(0)	(1)	(2)	(3)	(4)	(5)	(6)

DURING THE PAST TWELVE MONTHS,  
HOW OFTEN HAVE YOU EXPERIENCED:

<u>Card/Columns</u>		Never	Very rarely	Rarely	Now and then	Often	Very often	All the time
5/62	55. A feeling that working with people all day is really a strain for you.	(0)	(1)	(2)	(3)	(4)	(5)	(5)
5/63	56. A feeling that in your work you deal with emotional problems very calmly.	(0)	(1)	(2)	(3)	(4)	(5)	(5)
5/64	57. A feeling of being fatigued when you get up in the morning and have to face another day on the job.	(0)	(1)	(2)	(3)	(4)	(5)	(5)
5/65	58. Inmates coming to you to discuss personal matters that are unrelated to your work role.	(0)	(1)	(2)	(3)	(4)	(5)	(6)

The last few questions ask how you feel about the community in which you live.

5/66	59. In this area, the cost of living relative to my salary ( <u>excluding housing</u> ) is:	(0)	(1)	(2)	(3)	(4)
		Very low	Low	Moderate	High	Very high
5/67	60. In this area, the cost of housing that I would be satisfied with, relative to my salary, is:	(0)	(1)	(2)	(3)	
		Easily affordable	Affordable	More than I can afford	Much more than I can afford	
5/68	61. Do you feel you are earning enough money to maintain the standard of living to which you are accustomed?	(0) No	(1) Yes			
5/69	62. How would you describe the community where you live? (consider neighbors, traffic, drug and crime problems, etc.)	(0)	(1)	(2)	(3)	(4)
		Very good	Good	Fair	Poor	Very poor

Card/Columns

5/70-71† 63. The quality of the schools in my community is:

(0)	(1)	(2)	(3)	(4)	(5)
Very high	High	Moderate	Low	Very low	Not applicable

(-1) No knowledge

5/72-73† 64. How would you describe the variety of social activities/entertainment that is available where you live?

(0)	(1)	(2)	(3)	(4)
Very good	Good	Fair	Poor	Very poor

(-1) No knowledge

5/74 65. Has your spouse/partner been able to find acceptable employment in this area?

(0) No	(1) Yes	(2) My spouse/partner does not work	(3) Not applicable
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5/75 66. How difficult is it for you to commute to the institution? (consider length of time, distance, traffic, etc.)

(0) Not at all difficult	(1) Somewhat difficult	(2) Very difficult
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5/76 67. In the community where you live, how aware do you think people are of the existence of this prison?

(0) Not at all	(1) Slightly	(2) Moderately	(3) More than moderately	(4) Very
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(If you answered (0) "Not at all", please go to question 63.)

5/77 A. In the community where you live, how would you describe the image of the Bureau of Prisons?

(0) Very negative	(1) Negative	(2) Somewhat negative	(3) Neutral	(4) Somewhat positive	(5) Positive	(6) Very positive
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68. On the back of this page, if you would like to, please tell us about any other aspects of your work environment that you think are a problem in this prison.

MULTIPLE

MUL 83 031J

INVESTIGATORS: Thomas R. Kane  
Laure C. Weber  
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Research Analysts  
Bureau of Prisons  
Washington, D. C. 20534

TITLE: Employee Experience With YCA Inmates: Job Satisfaction,  
Morale and Turnover

AUSPICES: U.S. Bureau of Prisons  
Washington, D. C.

DESCRIPTION: This report is an analysis of a staff expectations and perceptions survey distributed at six institutions. With the completion of the YCA Action Plan, three have become all-YCA institutions (Englewood, Morgantown, and Petersburg) and three institutions have become non-YCA facilities (Alderson, Ashland, and El Reno). The survey was administered twice, first to 50% of the staff at each institution when the YCA Action Plan had been initiated but was in its early stages and second, five months after the inmate populations had become all-YCA or non-YCA to the remaining 50% of the staff at each facility.

FINDINGS: Compared to non-YCA staff, YCA staff:

- °were more likely to perceive YCA inmates as likely to return to prison, as con-artists, and as lacking potential for rehabilitation. Pre- versus post-test comparisons, however, showed that YCA staff had tempered their perceptions of YCA inmates; this probably is a deflation of myths about YCA inmates that occurred with first hand experience
- °recalled a greater number of inmate-on-staff assaults during the past year
- °expected more frequent fights, sex-related as well as non-sex-related assaults (inmate-on-inmate), inmate-on-staff assaults, and misconduct overall in the next year.

Job satisfaction and morale were found to be positive overall, but in comparison to non-YCA staff, YCA staff:

- °found their jobs to be more frustrating, less challenging, less satisfying, less interesting, and less worthwhile
- °were less certain that their institution is the best in the BOP or that their institution is managed well, were less satisfied with the institution overall, and were less committed to their institution as a duty station
- °were less satisfied with the BOP as a correctional organization, were less convinced that the FPS is operated efficiently or that the BOP is the best correctional service, and were more likely to be looking for another job outside the BOP

A causal model was tested for the YCA staff only to examine effects of working with YCA inmates on job satisfaction, morale, and considerations of quitting. Results indicate that experience with YCA inmates and their misconduct, and reduced safety in the environment negatively affected job satisfaction and morale and increased considerations of quitting (turnover).

The results from the staff attitude survey were discussed in light of the fact that other evidence confirms staff expectations of severe management problems in 100% pure YCA populations. Furthermore, the other research suggests that the negative impact of YCA misconduct on morale and turnover may persist.

DATE: Report completed February 1983

AVAILABILITY: Report available from the Office of Research, U.S. Bureau of Prisons, Washington, D. C. 20534

## EXECUTIVE SUMMARY

EMPLOYEE EXPERIENCE WITH YCA INMATE:  
JOB SATISFACTION, MORALE, AND TURNOVER

Thomas R. Kane, Laure C. Weber and Nancy A. Miller

This report is an analysis of a staff expectations and perceptions survey distributed at six institutions. With the completion of the YCA Action Plan, three have become all-YCA institutions (Englewood, Morgantown, and Petersburg) and three institutions have become non-YCA facilities (Alderson, Ashland, and El Reno). The survey was administered twice, first when the YCA Action Plan had been initiated but was in its early stages and second, five months after the inmate populations had become all-YCA or non-YCA. Generally the analyses presented in this report involve two sets of YCA versus non-YCA comparisons-- one for the pre-test and one for the post-test.

Compared to non-YCA staff, YCA staff:

- were more likely to perceive YCA inmates as likely to return to prison, as con-artists, and as lacking potential for rehabilitation. Pre- and post-test analyses, however, showed that YCA staff had tempered their perceptions of YCA inmates; this probably is a deflation of myths about YCA inmates that occurred with first hand experience
- recalled a greater number of inmate-on-staff assaults during the past year
- expected more frequent fights, sex-related as well as non-sex-related assaults (inmate-on-inmate), inmate-on-staff assaults, and misconduct overall in the next year

Job satisfaction and morale were found to be positive overall, but in comparison to non-YCA staff, YCA staff:

- found their jobs to be more frustrating, less challenging, less satisfying, less interesting, and less worthwhile
- were less certain that their institution is the best in the BOP or that their institution is managed well, were less satisfied with the institution overall, and were less committed to their institution as a duty station
- were less satisfied with the BOP as a correctional organization, were less convinced that the FPS is operated efficiently or that the BOP is the best correctional service, and were more likely to be looking for another job outside the BOP

A causal model was tested for YCA staff only to examine effects of working with YCA inmates on job satisfaction, morale, and considerations of quitting. Results indicate that experience with YCA inmates and their misconduct, and reduced safety in the environment negatively effected job satisfaction and morale and increased considerations of quitting (turnover).

The results from the staff attitude survey were discussed in light of the fact that other evidence confirms staff expectations of severe management problems in 100% pure YCA populations. Furthermore, the other research suggests that the negative impact of YCA misconduct on morale and turnover may persist.

February 14, 1983



## EXECUTIVE STAFF REPORT

### EMPLOYEE EXPERIENCE WITH YCA INMATE: JOB SATISFACTION, MORALE, AND TURNOVER

Thomas R. Kane, Laure C. Weber and Nancy A. Miller

This report is an analysis of a staff expectations and perceptions survey distributed at six institutions. With the completion of the YCA Action Plan, three have become all-YCA institutions (Englewood, Morgantown, and Petersburg) and three have become non-YCA facilities (Alderson, Ashland, and El Reno).

The survey was administered twice: first (the "pre-test"), to a random sample of 50% of the employees at each facility in October 1981, when the YCA Action Plan had been initiated but was in its early stages;<sup>1</sup> and second (the post-test), to the remaining 50% of the staff at each institution in October 1982, 6 months after the inmate populations had become all-YCA or non-YCA.

Generally, the analyses presented in this report involve two YCA versus non-YCA comparisons--one for the pre-test and one for the post-test. In an earlier report (Nacci and Vanyur, 1981), it was hypothesized that all-YCA institutions will experience greater amounts of inmate antisocial behavior and inmate misconduct than non-YCA institutions. The rationale for this hypothesis relates to the finding that generally younger (or more criminally sophisticated) inmates are likely to become involved in institutional misconduct (Kane and Saylor, 1980). Also, the Nacci and Vanyur (1981) report hypothesized that staff morale and job satisfaction will be lower in the all-YCA compared with the non-YCA institutions and that the staff at the former will perceive their working environment as more dangerous than those at the non-YCA facilities. It also seemed plausible that, after the YCA Action Plan was completed, staff, particularly in YCA institutions, could change their views of YCA inmates in general. In dealing first-hand with YCAs, the YCA staff may temper their views, deciding that YCA's have been stereotyped too strongly; or, if the all-YCA population were to generate the management problems YCA inmates are reputed to create, YCA employees may actually become more negative toward the prisoners. Hence, pre-test/post-test comparisons also were performed to assess whether changes had occurred in staffs' perceptions or expectations of YCA inmates.

Finally, to test the hypotheses above about the effects of working with YCA inmates on employee expectations of danger, job satisfaction, morale, and turnover, a causal model will be tested.

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<sup>1</sup> When the pre-test was given, the formal mission of Morgantown and Englewood was defined as future YCA institutions--thus, the staff there anticipated increasing numbers of YCAs. Petersburg's mission was not changed to YCA until after the pretest; thus, for the pretest analyses, Petersburg was grouped with the other three institutions where employees anticipated declining numbers of YCAs--at El Reno, Ashland, and Alderson. By the time of the post-test, however, Petersburg had become 100% YCA, therefore, it is grouped with the other YCA facilities in post-test analyses.

## Results and Discussion<sup>2</sup>

Background characteristics of YCA and non-YCA Staff respondents were compared for any systematic personal or job-related differences. The groups were found to be similar in sex, race, ethnic origin, age, types of jobs, paygrade, experience at their duty station, supervisory experience, and the amount of time they have spent supervising YCAs.

YCA Inmate Characteristics. Respondents were asked to indicate the extent to which the "average YCA inmate" displays various personality traits or behavior patterns. In comparison to non-YCA staff, YCA personnel were more likely to perceive YCA inmates as likely to return to prison, as con-artists, and as lacking potential for rehabilitation. These differences between YCA and non-YCA staff held for both the pre-test and post-test.

However, an interesting pre-test/post-test pattern of differences also was found. In the pre-test, YCA staff were more likely than non-YCA staff to see YCAs as criminal, violent, and as less effective in industries. But, after the completion of the Action Plan, when inmate populations had been "100% pure" for several months, the YCA staff had moderated. They judged YCA inmates as less violent, criminal, and as more effective in industries on the post-test than they had on the pre-test, and their post-test ratings were the same as those provided by non-YCA staff. The non-YCA staff showed no change from pre-test to post-test. This moderation effect is discussed below in the section on YCA behavior.

YCA Behavior. Personnel were asked to estimate the amount of inmate misconduct that occurred on the average each month over the past year and to estimate the number of these events that they think will occur during the next year.

Past Year. In summarizing their experience over the past year, YCA and non-YCA staff differed in only one respect: YCA staff recalled a greater number of inmate on staff assaults than did non-YCA staff.

Next Year. A consistent pattern of differences emerged in respondents' estimates of the amount of inmate misconduct they would experience in the upcoming 12 months. In comparison to non-YCA staff, YCA employees expected more frequent fights, sex-related as well as non-sex-related assaults (inmate-on-inmate), inmate-on-staff assaults, and misconduct overall.

Corroborating the findings on staff expectations of problems with inmate misconduct were results on two items reflecting safeness of the institution. YCA staff perceived their institutions to be less safe than did non-YCA employees for both staff and inmates.

Deflated Mythology. Difference scores were computed on staff estimations of the amount of each type of misconduct experienced over the past year versus the amount expected over the next year. Analyses showed that YCA staff expect a considerable increase over the next year whereas, non-YCA employees do not.

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<sup>2</sup> 2 X 2 (YCA/non-YCA x pre-test/post-test) ANOVAS and, where appropriate, Duncan's multiple range tests were conducted to test for patterns of differences between groups. Only differences statistically significant at a 95% confidence interval or greater will be presented.

Piecing together findings on staff judgments about inmate characteristics and behavior, it appears that the pre-test/post-test reduction in YCA staff negativity about the characteristics of YCA inmates amounts to a deflation of myths about the YCAs. That is, YCA staff have merely eliminated some old stereotypes of YCA inmates, but have remained realistic about the management problems the inmates create, according to other research (Weber, Kane, & Miller, 1983; Saylor, 1983).

Employee Morale. "Morale" is used here as a generic term, referring more specifically to satisfaction with job, institution, and the BOP, as well as intentions to leave the organization. Each staff member was asked to respond on a five point scale to statements regarding the specific aspects of morale. Morale, overall, was positive for both groups. However, there was a consistent pattern of differences between YCA and non-YCA staff.

Job Satisfaction. In comparison to non-YCA employees, YCA staff find their jobs to be:

- more frustrating
- less challenging
- less satisfying
- less interesting
- less worthwhile

Institution Morale. Concerning attitudes toward institution management and satisfaction, YCA staff, in contrast to non-YCA employees are:

- less certain that their institution is the best in the BOP, or that their institution is managed well
- less satisfied with their institution, overall
- less committed to their institution as a duty station.

A pre-test/post-test qualification of the institution morale findings applies both to YCA and non-YCA staff. Employee perceptions of institution efficiency and overall satisfaction improved for both groups from pre-test to post-test, suggesting that the disruptive impact of the YCA Action Plan on institution functioning was partially attributed to institution management. However, it was also partially attributed to BOP management, since the same pattern of differences was found on FPS morale items (below).

Of course, the YCA versus non-YCA differences in morale could also be due, at least partially, to the disruptive influence of the Action Plan, since the changes occurring within both the institution's organizational structure and the inmate population were much broader in scope at the YCA than non-YCA facilities.

BOP Morale. In comparison to non-YCA employees, YCA staff are:

- less satisfied with the BOP as a correctional organization
- less convinced that the FPS is operated efficiently, or that the BOP is the best correctional service
- more likely to be looking for another job outside the BOP

As with the institution morale items, overall satisfaction with the BOP and the degree of efficiency seen in the FPS increased from pre-test to post-test for both YCA and non-YCA respondents. As proposed above, the disruptive

effects of the Action Plan probably account for employees' dampened satisfaction with the efficiency of both their institution and the BOP. Although Action-Plan-disruption was undoubtedly greater at YCA than non-YCA institutions--partially accounting for morale differences--the difficult experience for YCA staff of working with "100% pure" populations cannot be discounted as a factor causing decline in morale.

Morale: A Causal Model.<sup>3</sup> A multivariate causal model was tested to trace the effects of working with YCA inmates on morale. Thus, in the present analyses, only YCA staff responses (N=342) were included to ensure that the model to be tested would accurately reflect the current state of affairs. Several items with a common theme (e.g., aspects of the job) were combined in subscales to represent each of the following topics: YCA inmate characteristics; expected YCA misconduct (including violence); safety/danger for staff and inmates; job satisfaction; institution morale; BOP morale; and a single item to indicate pursuit of another job outside the BOP (turnover).<sup>4</sup>

Figure 1 is a depiction of the causal logic behind the analyses of the model. Findings revealed that when staff view YCA personality characteristics as negative or expect more frequent misconduct and danger, they become less satisfied with their job. Furthermore, perceptions of negative inmate characteristics, expectations of future misconduct and danger, and dissatisfaction with the job all have a negative impact on institution morale, BOP morale, and turnover considerations. Finally, job satisfaction and institution morale (satisfaction; perceived efficiency) affect staff attitudes toward the BOP (again, satisfaction and perceived efficiency); and job satisfaction and morale (institution and BOP) have a strong influence on employees considerations of turnover.

Data presented above showed a deflation of the myths about YCA inmates, probably due to direct experience with YCAs and institution stabilization after the completion of the Action Plan. However, other research (Weber, Kane, & Miller, 1983; Saylor, 1983) has indicated that as YCA populations approach purity increases occur in misconduct generally and violence in particular. Staff expectations about future YCA behavior reported in the present study indicate that staff are well aware of what the other research tells us to expect with "YCA purity"--management problems and reduced safety for staff and inmates alike. That is, while staff may have accurately reduced their negative stereotypes of YCAs, they have also remained realistic about the behavior they will have to supervise and control. Hence, the causal model reflects the negative impact of YCA-related management problems. Employees' job satisfaction, institution morale, and attitudes toward the BOP suffer, and they consider leaving the BOP for another job.

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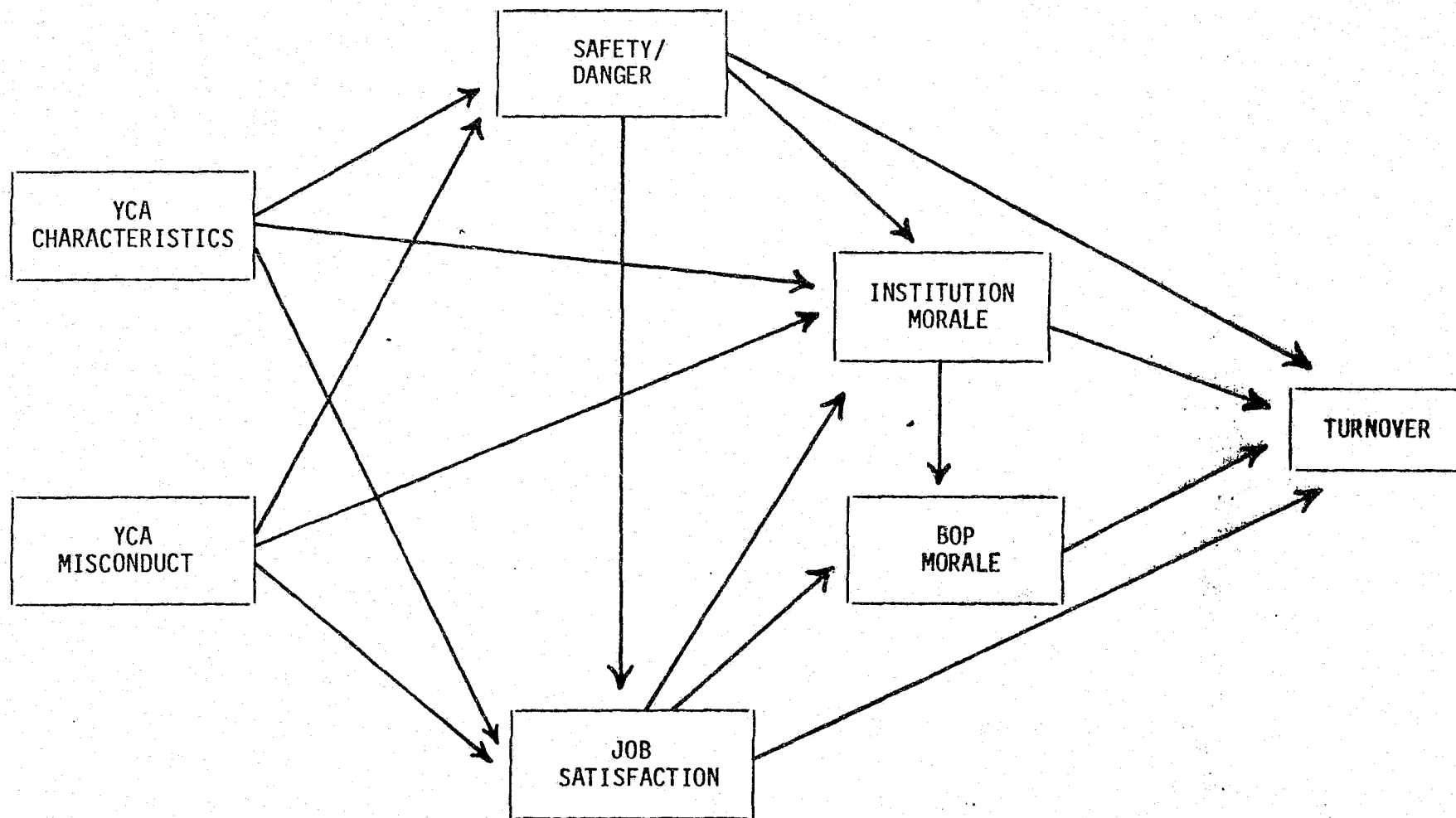
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3 For those with a statistical interest, path analytic statistical techniques (multiple regression statistics on factor scales) were employed to test the causal relationships reported. All effects described were statistically significant at a confidence level of 95% or greater.

4 Prior research indicates that survey items used by respondents to reflect turnover intentions or considerations of quitting have been reliable indicators of eventual turnover.

FIGURE 1

SCHEMATIC: CAUSAL MODEL FOR THE IMPACT OF YCA EXPERIENCE ON JOB SATISFACTION, MORALE, AND TURNOVER\*



\* This schematic does not describe statistical findings only the logic of the analyses; the results are described in the text.