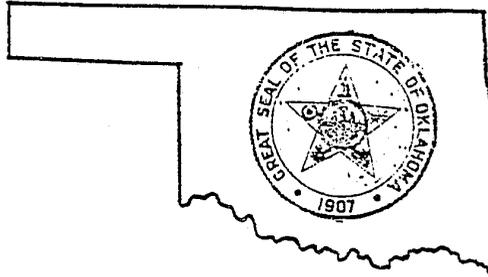


PLANNING AND RESEARCH



SOCIAL CLIMATES AT FACILITIES WITHIN
THE OKLAHOMA DEPARTMENT OF CORRECTIONS AS
MEASURED BY THE
CORRECTIONAL INSTITUTIONS ENVIRONMENT SCALE

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EXECUTIVE SUMMARY

The present study was conducted in response to a request by the Oklahoma Board of Corrections that the social climate of each correctional facility be portrayed. To define the social climate of the facilities, members of the Planning and Research Unit administered the Correctional Institution Environment Scale (CIES) to a sample of inmates housed at each facility. This scale consists of 90 true/false items which summarize inmates perceptions on nine dimensions that represent a facility's social climate.

Inmate samples were derived from each living unit at the institutions and each caseload at the community treatment centers. Staff from the facilities were also administered the CIES; however, problems encountered with the staff data eliminated staff responses from analyses. This report presents only the inmate data. A total of 900 inmates from the institutions, 477 from the community treatment centers and 83 special units inmates participated in the study. These 1460 inmates represented 37 percent of the total incarcerates in Oklahoma's prison system.

Major findings of the study were as follows:

- 1) Data revealed that the CIES adequately met criteria for psychological scales. This finding lends confidence to the results obtained for Oklahoma facilities with the CIES.
- 2) With few exceptions, Oklahoma's male institutions were found to be below the national norms on all dimensions but Expressiveness and Staff Control. The primary emphasis at the institutions was on control of the inmate population, with little emphases on assisting the inmates with personal problems or preparing for release to the street or transfer. Additionally, there were few outlets available for expression of feelings other than hostile or violent behavior, and the structure within the institutions was poorly established.
- 3) Social climates of the male community treatment centers were closer to, or exceeded, the national norms. Expressiveness within the centers was within a more clearly defined environment

and inmates perceived several outlets available through which emotional and practical problems might be addressed.

- 4) Female facilities were substantially below the national norms on the dimensions with the exceptions of Practical Orientation at the female community treatment centers, Staff Control at all four facilities, and Clarity at Clara Waters.
- 5) The Special Program Unit at Joseph Harp approximated the national norms, while the Residential Substance Abuse Program at the McAlester Community Treatment Center revealed an extremely positive social climate. The OSP Protection Unit was, as expected, below the national norms but the social climate was similar to that of OSP Inside.
- 6) Comparisons between security levels revealed the community level was significantly greater on all dimensions except Staff Control and Expressiveness. For the institutional security levels little differences were found between social climates (see Appendix A, Table 1).
- 7) Comparisons within the maximum security level revealed OSR to be considerably different than OSP, while within medium and minimum security levels differences were less extreme between facilities. For the community security level, the majority of the significant differences involved comparisons between Kate Barnard and one of the multiple offender centers. Among the multiple offender centers no significant differences were found (See Appendix A, Table 2).
- 8) For women facilities, the community level was significantly higher than medium security on five dimensions.
- 9) Examination across the various test periods for the community treatment centers revealed a general decline in social climate for the present study compared to the December 1978, test period. Additionally, implementation of the Positive Reinforcement Program was found to be accompanied by improved social climates at some, but not all, centers.

Based on the above findings and, in some cases operations memoranda, a

number of recommendations were made. In general, the recommendations presented below are either an extension of present practices or a means of improving social climates through implementation of present policy statements.

- 1) The Oklahoma Department of Corrections should develop a general statement of purposes which specifies the desired end product of incarceration.
- 2) Monthly reporting systems should be refined to assist in the evaluation and monitoring of incarceration activities and aid in decision making.
- 3) Classification committees should incorporate social climate information into the decision making process.
- 4) Each facility should examine the initial orientation process provided new inmates to insure that inmates understand the rules, processes, and procedures which impact their lives at the facility.
- 5) The facilities should consider caseload meetings as a means of keeping inmates informed of changes in rules, procedures, processes, and criteria.
- 6) Case Managers need to post and maintain office schedules.
- 7) Facilities should examine the possibility of implementing Inmate Advisory Councils.
- 8) The Department of Corrections should consider implementing the Positive Reinforcement Program as a pilot study at Joseph Harp Correctional Center.
- 9) The Department of Corrections should review the responsibilities and duties delegated to the Case Manager position.
- 10) The Department of Corrections should carefully reconsider the decision to expand the population of the Lawton, Enid and Muskogee community treatment centers.

CHAPTER I
INTRODUCTION

PURPOSE

The present report represents the Oklahoma Department of Corrections response to a request from the Oklahoma Board of Corrections for the Correctional Institutions Environment Scale (CIES) to be administered at all of the Department's facilities. Planning and Research staff members, with the assistance and cooperation of each facility's staff, began administering the CIES on May 10, 1979. Preliminary reports for each institution and the Community Treatment Program were prepared at the end of data collection and released to the appropriate facility. This report expands on those preliminary reports and completes the Department's response to the Board's original request.

With the large amount of data provided by this study, it would be possible to ask a number of questions about institutional social climates and the CIES as a measure of social climates. However, to control the size of this report the discussion is limited to the following seven questions, each of which is further developed within the appropriate section of the report:

- (1) As a scale, does the CIES meet accepted criteria for psychological tests?
- (2) Is the CIES measuring dimensions of social climate or are subscale results influenced by factors outside the social climate of the facilities?
- (3) What is the nature of the Department's facilities in terms of social climate dimensions?
- (4) What strengths and weaknesses do the Department's facilities show on social climate dimensions?
- (5) To what extent do facilities between security levels differ on social climate dimensions?
- (6) To what extent do facilities within the same security classification differ on social climate dimensions?

- (7) Has implementation to the Positive Reinforcement Program (PRP) at all Community Treatment Centers been accompanied by improvements in these center's social climates?

In addition to fulfilling the Board's request, the present study serves two other purposes. First, the data gathered provides a baseline against which future CIES results may be compared. In this manner, it will be possible to assess the impact which program and policy changes have on the social climate. Second, the study completes the fifth administration of the CIES at community treatment centers and thereby, continues the monitoring of community treatment centers' social climate.

SOCIAL CLIMATE AND THE MEASUREMENT OF CLIMATES

In order to develop a working knowledge of the Correctional Institutions Environment Scale (CIES), the concept of "social climate" must be understood. This concept is derived from Henry Murray's need-press model of the interaction of a person with his environment (1938). According to Murray, individuals have needs and the environment, in which an individual attempts to satisfy these needs, has certain characteristics (or press) which assist or inhibit the individual in meeting these needs. The environment press is composed of significant portions of the environment which affect, either positively or negatively, an individual's ability to attain specific needs. These portions of the environment which constitute the press are referred to as the social climate.

The effects of the social climate are important when one considers that a person's needs are significant determinants of his behavior while the social climate (press) determines the necessary behavior required to satisfy these needs within the particular environment. As stated by Moos, "The press of the environment, as the resident or staff member perceives it, defines what he must cope with and clarifies for him the direction his behavior must take if he is to find satisfaction and reward within the dominant culture of the unit." (Moos, 1975)

The social climates of facilities differ from one another as does the population of each environment. The closer the resemblance between

populations, the closer the resemblance of their respective social climates. For example, it would be expected that the social climate of a university would be much different from the social climate of a state penitentiary. Not only would the needs of the individuals in each environment differ but also the ability to attain unique or basic needs would differ.

Though correctional environments have much more in common with each other than the previous example, even correctional environments differ. Each correctional facility has a unique population with a unique set of needs. Available programs and services, in conjunction with the method of delivery, vary from facility to facility. In addition, rules, procedures, policies, and the enforcement process differ between facilities. These differences, plus differences in the types of interpersonal relationships which exist within environments, produce social climates which vary from facility to facility. Once again, the more similar the correctional programs, and their populations, the more similar their social climates. These differences in social environments are analogous to personality differences among people.

The Impact of Social Climate

The impact which social climates have on human behavior has long been an object of sociological and psychological research. A now famous study by Stanley Milgram (1964) revealed that, under the appropriate environmental press, even non-aggressive individuals could be induced to administer what appeared to be intense electrical shock to people for the purpose of advancing scientific knowledge. Zimbardo (1976) created a medium security prison environment, placed student volunteers in the environment, and within four weeks the student volunteers were behaving as prisoners. Not only were the students behaving as "typical" prisoners (escape attempts, aggressive behavior toward peers and "staff", a hunger strike, etc.), the students serving as staff also changed in their approach toward the "inmates". As Moos (1975, p. 14) has concluded: "...evidence indicates that behavioral settings, social and organization climate, reinforcement variables, and so on, all have important impacts on aggressive and violent behavior."

These studies help illustrate the effects or impacts which certain conditions in the environment can have on human behavior. For correctional facilities, which house a variety of individuals with different collections of needs, it is extremely important to understand the influence of social climates and the potentially dangerous behavior which may result within certain types of environments. Additionally, behavior may also be altered in positive manners within certain social climates. Through an understanding of the nature of the social climates which exists within facilities, it may be possible to alter the social climate of a facility in order to achieve stated goals and to avoid potentially negative events. In other words, "Knowledge of the probable behavior and attitudinal impacts of different environmental arrangements is at least as central an issue as is knowledge about traditional personality theory and psychotherapeutic and other treatment modalities" (Moos, 1975, p. 14).

The Measurement of Social Climate

According to Murray's (1938) needs-press model, each individual represents a unique collection of needs (desires) which influence the individual's overt behavior. The manner in which an individual's behavior expresses his/her collection of needs characterizes the individual's "personality" (Moos, 1975). However, needs are gratified or frustrated within an environment, and to ignore the environmental factors that influence behavior would appreciably reduce the adequacy of any theory which attempts to explain behavior. Behavior does not occur as an outgrowth of only the individual's needs, but rather through interaction of environmental constraints and the needs of the individual.

The press of the environment perceived by those within the environment have been labeled "beta-press" and represent the environmental attributes which influence behavior. Press, or environmental attributes, then, may be defined as the potentially beneficial or harmful aspects that individuals within an environment customarily encounter. Beneficial or harmful attributes of the environment are defined in terms of the needs collections of those acting within the environment and attempting to gratify their needs.

Perceptions of the beneficial and harmful attributes of an environ-

ment by those acting within it are subject to each individual's unique collection of needs. However, Stern (1970, p. 70) has argued that, "... there is a point at which this private world merges with that of others: people who share a common ideology - whether theological, political or professional - also tend to share common interpretations of events in which they participate." In other words, people who consistently interact within an environment tend to share common interpretations of that environment, particularly when they share similar backgrounds and attitudes.

The populations housed at correctional facilities, as a result of the classification processes, tend to be similar in backgrounds and in attitudes. Through interactions over time, then, the perceptions of the environment would tend to be shared among inmates located at the same facility. Additionally, movements between facilities may provide a common frame of reference by which current location is compared among the inmates. The nature of the classification process, then, would seem to contribute to the generation of common interpretations among inmates of their living situation. These arguments, which have been supported by empirical evidence (Wenk & Halaytn, 1973; Gerst & Moos, 1972; Moos, 1974), suggest that social climate may be measured independent of the influence of needs on perceptions.

The CIES as a Measure of Social Climate

The CIES measures an institutional social climate by asking residents and staff about the types of behavior patterns which characterize the day-to-day events of the facility. To examine the types of behavior patterns which occur, each individual is presented 90 true/false items. These ninety items are divided into nine subscales, with each subscale measuring an identified dimension (or press) of the social climate. Appendix B presents the nine dimensions and their description. In addition, Moos (1975) has identified three categories of dimensions, Relationship, Treatment, and System Maintenance dimensions (see Appendix B).

By administering the scale to a representative sample of a facility's population, the individual responses across inmates or across staff may be combined to obtain a general representation of the facility's social

climate. In this process of collecting data, deviant perceptions -either extremely positive or extremely negative - tend to cancel one another (Sandel, 1977). Therefore, the "average" score derived provides an indication of the general level at which each dimension of social climate occurs within the facility.

It is important to understand the process through which the CIES measures the level of social climate dimensions for a facility. Each item is scored as a "1" if the response matches the desired (true or false) response for the item, or as a "0" if the response does not match. Subscale items are summed to derive a subscale score for each individual, then the scores are summed across respondents and divided by the number of respondents participating to provide an "average" for the facility or living unit. It is through the process of deriving the facility "average" that deviant perceptions tend to cancel one another.

An excellent means of judging the extent to which inmates share common perceptions is the subscale standard deviation. This statistic, which was provided in the preliminary reports, measures how well the mean represents the individual subscale scores of those taking the test. If the majority of individual subscale scores are close to the "average" score for the subscale, then the standard deviation will be small. On the other hand, if individual scores are not clustered around the average, then the standard deviation will be large. Therefore, by examining the subscale standard deviation one may judge how consistent or shared the perceptions are of social climate dimensions.

With the facility's averages and the subscales standard deviation one may make statements about the nature of the facility's social climate. However, without a comparison base one cannot determine whether or not the level of each dimension is acceptable or improvements are desirable. Moos has provided a common comparison base through the national norms presented in the CIES manual (Moos, 1974). These national norms represent the average score for each dimension from a sample of 3,151 adult, male residents housed at 51 correctional units located in seven states. The norms for women are based on a sample of 552 women from 32 housing units within departments of corrections in seven states. The comparison to

national norms is simplified by converting the average scores for a facility into standard scores for each social climate dimension.

Transformation of a facility or unit average into a standard score requires the following steps. The average score for each facility is subtracted from the national sample, and divided by the standard deviation for the national sample. The resulting ratio is multiplied by a constant of 10, to which a constant of 50 is added. This conversion allows one to compare each facility's standard score to the national norms where the norm for each dimension is represented by a standard score of 50. To illustrate, the national average for the Involvement subscale is 4.01, with a standard deviation of 1.24. If a facility average score on Involvement were 4.01, then the conversion to the standard score would be:

$$((4.01 - 4.01)/1.24) \times 10) + 50$$

The constant of 10 by which the ratio of the difference between averages divided by the standard deviation is multiplied provides the standard deviation for standard scores. That is, after conversion to standard scores, the standard deviation becomes 10. It is important to remember that the standard deviation for standard scores defines what percent of the national sample were at the same level. For example, scores for 34 percent of the units in the national sample were within one standard deviation below the norm and 34 percent of the units had scores within one standard deviation above the norm. Standard scores which fall between 40 and 60 represents 68 percent of the units in the national sample. Scores which fall below 40 or above 60 are unusual in terms of the national sample; only 16 percent of the units had scores which were more than one standard deviation below, or above, the norm for any subscale.

Transformation to standard scores, then, provides a simplified means of comparing average scores for a unit or facility to national norms across dimensions. The average score for a facility reflects the extent to which a press toward a dimension occurs and the standard scores provides an indication of how typical the score is in terms of national norms. Distance from the standard score norm of 50 (the average score for each dimension) is defined in measuring units of 10 (the standard deviation of the standard scores). As the number of standard deviations from the norm increases, the less typical the standard score is of units in the national sample.

Use of the CIES by the Oklahoma Department of Corrections

The CIES was first used in the Oklahoma Department of Corrections by Russ Buchner at the Lexington Regional Treatment Center in 1976. Buchner's study was followed by Sandel's assessment of the social climate at five community treatment centers (Sandel, 1977). Sandel found that the social climates at the five CTC's did not differ significantly and that correlations between background variables and resident CIES responses were not statistically significant. Since Sandel's initial CTC CIES study, the scale has been administered every six months in the Community Treatment Program and has served to justify the modification, expansion, or termination of various programs and policies. One such use was in the evaluation of the effect of a behavioral program on the social climate of community correctional setting (Buchner, Sandel, Clark, 1978). This study was strongly supportive of the Positive Reinforcement Program (PRP) and aided in the decision to implement PRP at four more centers (2 male and 2 female). PRP has since been implemented at all Oklahoma Community Treatment centers.

CHAPTER II
METHODOLOGY
SAMPLES

Institutions

The total sample of institutional inmates was comprised of samples drawn from each institution's individual living units. These individual samples consisted of 25 to 50 percent of the unit's population. Size of a unit's sample was determined by the size of the unit's population (less populous units were represented by proportionately larger samples). The samples were drawn from the Inmate Accounting Sheet from each unit and these unit samples were combined to obtain an institutional sample. The desired and obtained sample sizes are presented in Table 1. It can be seen that of the desired total of 1274 (40.1%) only 900 (28.4%) participants were actually obtained. With exceptions of Lexington CC and Mabel Bassett CC, institution samples all fell short of the desired size. The initial reports for each institution state in which living units loss of participation was extensive, and, in some cases, speculative reasons for these losses are offered.

Community Treatment Centers

A total of 440 male and 60 female CTC residents participated in the study. These 500 residents represented 80 percent of the total Community Treatment Program population (604 residents) for the dates on which administration of the CIES occurred. Table 1 provides information on the obtained and desired sample size and dates for testing each center.

Staff Sample

Participation by all facility staff members was desired; however, the obtained samples fell far short, particularly with institutional staff. A total of 143 community treatment center staff and 315 institutional staff members participated.

PROCEDURES

Institutions

At each institution a contact person was designated prior to the test date. A list of inmates randomly selected from each living unit at the

Table 1

Methodology Information For The
1979 Administration Of The CIES

	Total ¹	Desired Sample		Obtained Sample		# of ² Ses.	Test Date (1979)	Contact Person
		#	%	#	%			
INSTITUTIONS								
OSP Inside	698	249	35.7	151	21.6	6	6/11 & 12	Arends
OSR	417	208	50.0	131	31.4	2	7/2 & 3	Cowley
Lexington C.C.	246	123	50.0	121	49.1	4	5/31	Shortridge
Joseph Harp C.C.	369	185	50.0	135	36.3	4	5/10 & 11	Jones
Stringtown C.C.	447	129	28.9	89	19.9	6	6/18 & 19	Lee
OSP Women	43	21	50.0	18	41.9	1	6/11	Robertson
Mabel Bassett	58	29	50.0	28	48.3	1	5/23	McKay
McLeod C.C.	354	133	37.5	83	23.4	4	6/8	Reasor
Ouachita C.C.	258	129	50.0	81	31.4	1	6/28	Grubbs
OSP Trusty	284	71	25.0	63	22.1	1	6/11	Arends
Subtotal	3174	1274	40.1	900	28.4	30		
COMMUNITY TREATMENT PROGRAM								
First Offender CTC'S	155	155	100.0	136	87.7	5	7/12 & 17	Buchner
Multi-Offender CTC'S	472	472	100.0	281	59.5	16	7/9, 11, 16, & 18	Buchner
Female CTC	68	68	100.0	60	88.2	3	7/17 & 18	Buchner
Subtotal	604	604	100.0	477	79.0	24		
SPECIAL PROGRAMS								
Protection Unit	105	42	40.0	31	29.5	1	6/12	Arends
JHCC Special	52	26	50.0	29	55.8	1	5/11	Jones
RSAP	23	23	100.0	23	100.0	1	7/18	Buchner
Subtotal	180	91	50.6	83	46.1	3		
Total	3958	1969	49.7	1460	36.9	57		

¹ Total Population based on the inmate count sheet the day each sample was drawn. The Lexington A & R population is not included.

² Total number of test sessions required.

facility was provided within a week of the pre-set date for testing. It was the responsibility of the contact person to make arrangements for testing rooms, schedule the inmates for participation, and assist the CIES administrators during the testing periods. The contact person was also responsible for collection of staff responses (see Staff procedures). Table 1 provides the name of the contact person at each facility.

Administration procedures were standardized as much as possible to minimize the influence which test instructions might have on scale responses. Instructions were tape recorded and played at each session; posters were utilized to visually display instructions. A total of 32 test sessions were held at the institutions. Each session consisted of the following steps: (a) a brief introduction as to the purpose of the CIES administration was provided by a member of the Planning and Research Unit; (b) a tape recorded explanation of the CIES and background information forms and instructions for completing the forms; and (c) distribution and collection of background questionnaire and CIES response form. The version of the CIES administered to inmates, the "Real" form, which measures the actual social climate of the facility at the time of testing.

Community Treatment Centers

CIES was administered to residents by either Ray Little or Russ Buchner of the Community Treatment Program's administrative staff. Prior to the test date Case Managers at the ten centers were told when the test would be administered and instructed to schedule caseload meetings for the test date. As a result, the CIES was administered at twenty-five (25) caseload meetings which occurred between July 9, 1979 and July 19, 1979.

Administration procedures followed the same steps as were utilized for institutional samples, including the tape recorded instructions. All sessions at the centers were conducted by either Russ Buchner or Ray Little. Mr. Buchner also served as the contact person for the Community Treatment Program. Again, the Real Form of the CIES was administered to the residents.

Staff

Two versions of the CIES were utilized with institutional staff. Form "I" was given to the warden, assistant wardens, and program supervisors.

This version of the CIES attempts to measure what the respondents would perceive as an "ideal" social climate. The questions differ from the Real Form only in verb tense, as questions are stated on Form I in the future tense. Unfortunately, as a result of data problems this form was discontinued after the fourth institution was tested and was not administered at any centers.

Form R was administered to the remaining staff. The contact person at each facility was given staff packets to distribute to all staff members. Each packet consisted of a written explanation of the study and instructions for completing the response forms for the CIES and background questionnaire. When completed, staff were to return their forms to the contact person, who then mailed the data to Planning and Research. As evidenced by the small staff sample size, this process resulted in a lack of staff participation in the study and as a consequence staff results will not be discussed in this report.

CHAPTER III

RESULTS

This section is divided into five parts, with each subsection discussing the results as they relate to the seven questions stated in the Purpose section of this report. The five parts are as follows: (a) psychometric properties of the CIES, which present the findings on the nature of the CIES as a measurement instrument; (b) social climates of the Department's facilities, which examine differences not only between subscales but also between items on subscales; (c) comparisons between security levels, which examine the differences that exist on social climate dimensions between security levels; (d) comparisons within security levels that investigate the nature of social climate differences among the facilities within each security level; and (e) comparisons of past and present CTC results to examine changes which might have accompanied the Positive Reinforcement Program.

The discussion in this section presents only the results of the data analyses and does not present the technical aspects of the statistical techniques which were utilized. A more detailed report on the results is available from Planning and Research upon request. The word "significant" is used throughout the discussion to indicate that a comparison between average scores produced a difference that was large enough to exceed a pre-established numerical criterion. It is this statistical criterion which defines a difference between the average score of two facilities as "large". Through utilizing statistical tests then, it was possible to make comparisons between facilities against a consistent criterion which was set prior to the analyses.

Throughout this section facility data are analyzed and discussed by security/custody level. Classification of facilities into security levels was based on the Operations Manual of the Oklahoma Department of Corrections. Security level was chosen for analytic purposes under the assumption that the populations involved would be more similar within security levels than between levels. The following classification of facilities by security level is utilized throughout this section:

Security Level	Facility
Maximum	OSP (East, West and F Cellhouses), OSR
Medium	MBCC, OSP Women, JHCC, LCC, SCC
Minimum	OCC, OSP Trusty, MCC
Community	OCTC, KBCTC, TCTC, HMMCTC, HMWCTC LCTC, ECTC, MCTC, McCTC, CWCTC

An additional group of facilities, referred to as Special Units, is used through parts of the section. Units included in this group are part of a larger facility, but operate with a function different from other units within the facility. Included are the Protection Unit at OSP, the Special Programs Unit at JHCC, and the McAlester Residential Substance Abuse Program at the McAlester CTC.

PSYCHOMETRIC PROPERTIES OF THE CIES

In the process of scale construction the investigator attempts to design items which, when statistically analyzed, satisfy certain criteria. Moos, in the process of developing the CIES, attempted to construct this scale so that it possessed the following characteristics: (a) independence of subscales from the influence of the background characteristics including personality traits of respondents; (b) item-subscale consistency, that is, the items within subscales each contribute to the total score for that subscale; (c) internal consistency, which requires that respondents scoring high on a subscale tend to answer the subscale items in a similar manner and that likewise low scorers tend to answer items similarly; (d) subscale independence from other subscales, so that each subscale is measuring a unique aspect of the social climate; (e) consistency over time, in that measurement of the same facility at different time periods, and without major program changes, will produce similar results; and (f) high subscale sensitivity, so that program differences may be detected.

Influence of Background Variables

It is important that the CIES measure the social climate of an institution as an aspect of the environment independent of other influences. If, for example, the amount of education an inmate possessed influenced the person's perceptions of the social climate, then the results on the subscales could not be clearly interpreted; the extent of

education within the population would confound the meaning of the results. Not only would the results reflect the staff/inmate and inmate/inmate interactions, they would also reflect the influence of education as a determinant of social climate.

In the present study, data were generated across institutions on the background variables presented in Appendix C. These characteristics were utilized in the data analyses to determine if CIES subscales were associated with any of these background variables. Data analysis was performed on the information gathered for each institution. In this manner, the influence of background characteristics was examined within each unique social climate, rather than collapsed across climates.

A total of 747 tests for association were performed to determine if any of the background variables showed a strong and consistent relationship with CIES subscales. Of the total tests, only 52 were strong enough to be statistically acceptable. However, given the infrequency with which the associations reached an acceptable level, it may be concluded that the subscales measured the social climate of facilities, independent of the population characteristics measured in this study.

Item-Subscale Correlations and Internal Consistencies

As with the background variables, data analysis was performed for each facility rather than across facilities. Of the 1,376 tests for associations between items and subscales among the institutions and CTC's, a total of 157 failed to reach an acceptable level of strength. Particular items failed as they asked questions not appropriate to the facility. For example, item 16 states "The day room is often messy." In living units which did not have day rooms, the item placed a limit on the standard score the facility could obtain on the subscale. Overall however, the CIES items were within acceptable limits on this scale property.

On internal consistency, the subscales were found to be within the acceptable range. Results indicated that the response pattern of high scorers on the various subscales were sufficiently different from the response patterns of low scorers to conclude that the CIES also satisfied the scale requirement for response pattern consistency within score groups.

Relationship Between Subscales

Subscale inter-relationships across the institutions and CTC's were generally small enough to indicate independence among subscales. Within social climates certain subscales did show a strong relationship, but this occurrence was infrequent and inconsistent. Therefore in this report, the subscales appeared to measure unique dimensions of the social climate.

Consistency Over Time

An adequate measure of this property was not available as the present study represented the first testing of the entire system. However, for the CTC's it was possible to make comparisons between the December, 1978 administration and the present administration at centers which had implemented PRP prior to December. For Kate Barnard, Horace Mann Men, and Enid, the social climates had remained stable, given the staff turnover which had occurred (see Table 3).

Additionally, it was possible to compare the psychometric properties examined by Sandel (1976) to those derived in the present study. Item-subscale correlations and internal consistency of subscales were compared for the two studies, and the conclusion was reached that these scale properties had remained stable. The consistency shown on scale properties of the CIES suggested that the CIES is a stable test of social climate.

Sensitivity of Subscales

In later sections of this report discussion will indicate differences identified by subscales between the programs offered within various security levels. Sizeable differences were identified between community security and institutional security levels. Therefore, it did appear that subscales were able to identify major differences in the climates of facilities.

Conclusions

Based on the findings for the present study one may have confidence in stating that the CIES, as a scale, met accepted criteria for psychological tests and that the measurement of social climate is free of influences outside the facilities' control (Questions 1 and 2 of the Purpose section). Across the examined scale properties, the CIES was found to satisfy the specified criteria in most cases, with problem areas infrequent and inconsistent across social climates.

SOCIAL CLIMATE PROFILES

This section examines the social climate profiles which characterize the Department's institutions and community treatment centers. In particular, the discussion addresses Questions Three and Four in the Purpose section; the nature of each facility's social climate is described and, through analysis of item responses, the strength and weaknesses of the social climates are presented. Appendix D contains the items grouped by subscales, the scored response for the items, and the percentages of each facility's inmate sample that responded in the scored direction. Throughout the discussion reference to "scored direction" indicates that the response to the item matched the one specified in Appendix D. Social climate strengths and weaknesses identified in the discussion are based on item responses, as are many of the recommendations.

With the exception of the women's facilities, which are discussed in a separate section, social climates will be described within the security level categories discussed earlier. For each security level, the discussion is presented by the three categories of dimensions provided in Appendix B (Relationship, Treatment, and System Maintenance). Graphs of the social climate profiles, and the accompanying standard scores are presented at the end of the discussion for each security level. Keep in mind that a standard score of 50 represents the national norm for each subscale; that is, the "average" level for the national sample. As subscale scores rise and fall a standard score of 50 indicates how the facility's subscale score compares to the "average" level for the national sample.

Male Institutions

Maximum Security

CIES profiles for the two maximum security institutions - Oklahoma State Penitentiary (OSP) and Oklahoma State Reformatory (OSR) - were similar in direction but not in magnitude. OSR's subscale scores were closer to national norms than were OSP scores (Figure 1). Overall, profiles for these two institutions suggested that the primary emphasis was similar to the "disturbed-environment" profile type identified by Moos (1974). This profile type is characterized by an "attempt to emphasize

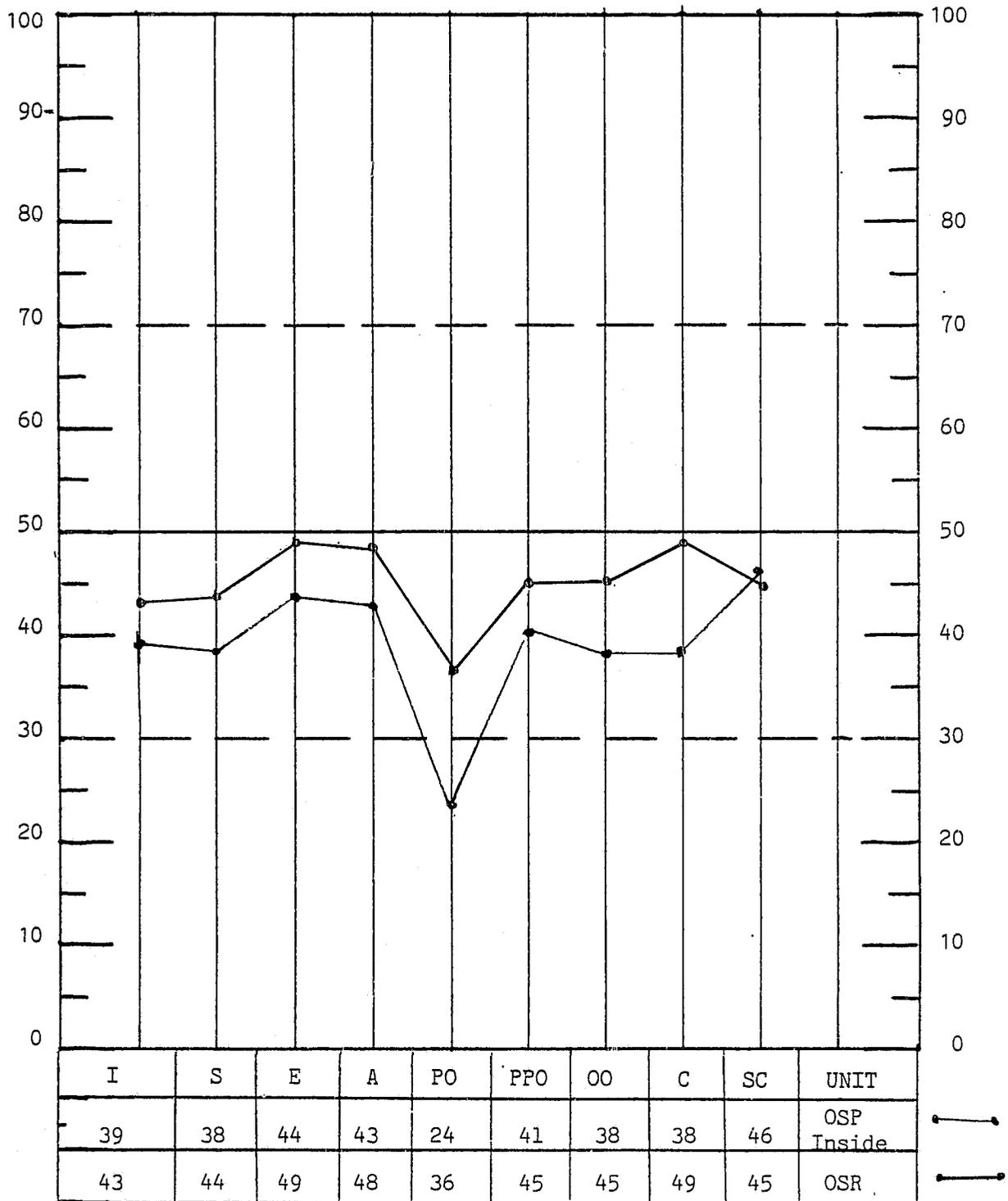


Figure 1. Social Climate Profiles for the Maximum Security Facilities - OSP Inside and OSR

Control, but Expressiveness is also elevated primarily because the inmates involved are particularly aggressive and difficult to control" (Moos, 1975, p. 116). Considering the populations housed at these two facilities, the social climates for OSP and OSR were not surprising; however, the elevated Expressiveness score at OSP may be problematic.

Relationship Dimensions: Scores on the Relationship dimensions (Involvement, Support, Expressiveness) when compared to the national average indicated low levels of involvement in the units and low levels of support from staff and inmates existed at both OSP and OSR. Scores for these two subscales were six and seven standard scores below the norm at OSR, with OSP four to six standard scores lower than OSR.

A review of item responses on the Involvement subscale (Appendix D) revealed that the low scores were an outgrowth of a lack of cohesiveness within living units (Items 38 and 46) and a lack of pride in the units (Item 1). Item responses for the Support subscale suggested that the low levels of support resulted from the perceived nature of staff-inmate interactions (Items 20 and 47). Inmates perceived the primary source of support to be other inmates (Item 38); however, responses indicated that even inmate support was limited.

Both OSP and OSR social climate profiles peaked on the Expressiveness dimension. Although this peak was not above the national norm, the ability to express one's feelings was at a higher level than any other dimension. Without constructive controls on the expression of anxiety, frustration, and other personal problems, volatile situations may occur. That is, inmates may be more likely to express themselves in physical ways intended to injure other inmates and/or staff.

Treatment Dimensions: Subscale scores for Autonomy, Practical Orientation and Personal Problem Orientation revealed that inmates at OSP and OSR perceived little ability to prepare for release to the street (Practical Orientation) or resolve personal problems (Personal Problem Orientation). On the third treatment dimension, Autonomy, scores were close to the national norms at OSR and within a standard deviation of the norm at OSP. However, it should be noted that the national norm on Autonomy represents a limited inmate role. That is, inmates do not have to perceive their ability to be responsible, independent or plan unit

activities, as very high to meet the level of national norm. Item responses support this statement as the highest response in the scored direction occurred on Item 40 (staff discourage criticism.). Additionally, inmates perceived that staff assign little responsibility to inmates, staff control activities of the unit, and are indifferent to the suggestions or concerns of inmates (items 20, 4, 31, and 49).

At maximum security facilities, Practical Orientation subscale scores revealed a low ability to develop practical skills or plan for the future. Scores were the lowest of any subscale for both institutions with OSP more than two standard deviations below the national norm and OSR more than one standard deviation below the norm. It is important to note the low percentage responding in the scored direction on items which addressed the extent to which inmates were involved in planning for release to society (items 5, 14, 32, and 77). As might be expected responses suggested that programs were not designed to assist inmates for preparation for release. Item responses and the subscale scores for Practical Orientation, therefore, further substantiated that the primary emphasis at OSP and OSR was control of the inmate population with little concern for preparing inmates for transfer to another facility or release to the street.

Responses to items on the Personal Problem Orientation subscale suggested that it was possible for inmates to confront personal problems on living units. However, as with the Support subscale, item responses suggested that personal problem confrontation was primarily an inter-inmate process (item 15), rather than a result of staff-inmate interaction or program intervention (item 42). Even inmate assistance was limited (item 24) so that it may be concluded that personal problems were seldom confronted.

System Maintenance Dimensions: As stated earlier, scores revealed that the primary emphasis at OSP and OSR was placed on control of inmates. Subscale scores for the System Maintenance dimensions (Order/Organization, Clarity, and Staff Control) suggested that while control was emphasized, this orientation was not consistent across these dimensions. This was particularly true at OSP, where subscale scores for Order/Organization and Clarity were more than a standard deviation below the national norm. Responses to items on the Order/Organization subscale suggested staff did

not stress maintaining the appearance of units at OSP (items 7 and 25). Additionally, organization of unit activities was not stressed by OSP staff (items 34, 43, 61, and 70).

Again on Clarity, inmates at OSP perceived little consistency in the day-to-day routines and frequent change in routines without informing inmates (item 17). On the item which concerned orientation of new inmates, perceptions indicated that the orientation process contributed very little to Clarity (item 26). The only aspect on the Clarity subscale on which perceptions reflected consistency was Item 53, which indicated that inmates did know what would happen if they violated rules. In general, OSP inmates perceived the social climate to reflect a concern with the enforcement of rules rather than with operating a clear and consistent program which followed stable schedules and procedures.

Subscale scores for OSR on Order/Organization and Clarity were close to the national norms. Unlike OSP, the perceived neatness and organization of unit activities was at the level found for the national sample. Item responses did not indicate any particular areas of weakness with the Order/Organization dimension at OSR. On the Clarity subscale OSR inmates perceived explicit rule enforcement, procedures and routines, to match that for the national sample.

On the third of the System Maintenance dimensions, Staff Control, OSP and OSR subscale scores were only separated by one standard score. Examination of item responses revealed only two items on which the percent answering in the scored direction showed a sizeable difference. Inmates at OSP were more likely to perceive that staff made all decisions (item 36). OSR inmates were more likely to respond that staff checked up on inmates on a regular basis (item 72). Other items on Staff Control were answered in the scored direction more often than items on any other subscale, which emphasized that control of inmates through formal authority was the primary concern at both OSP and OSR. Staff control is often a response to a lack of Order/Organization and Clarity.

Medium Security

Two of the three medium security institutions, Joseph Harp Correctional Center (JHCC) and Stringtown Correctional Center (SCC),

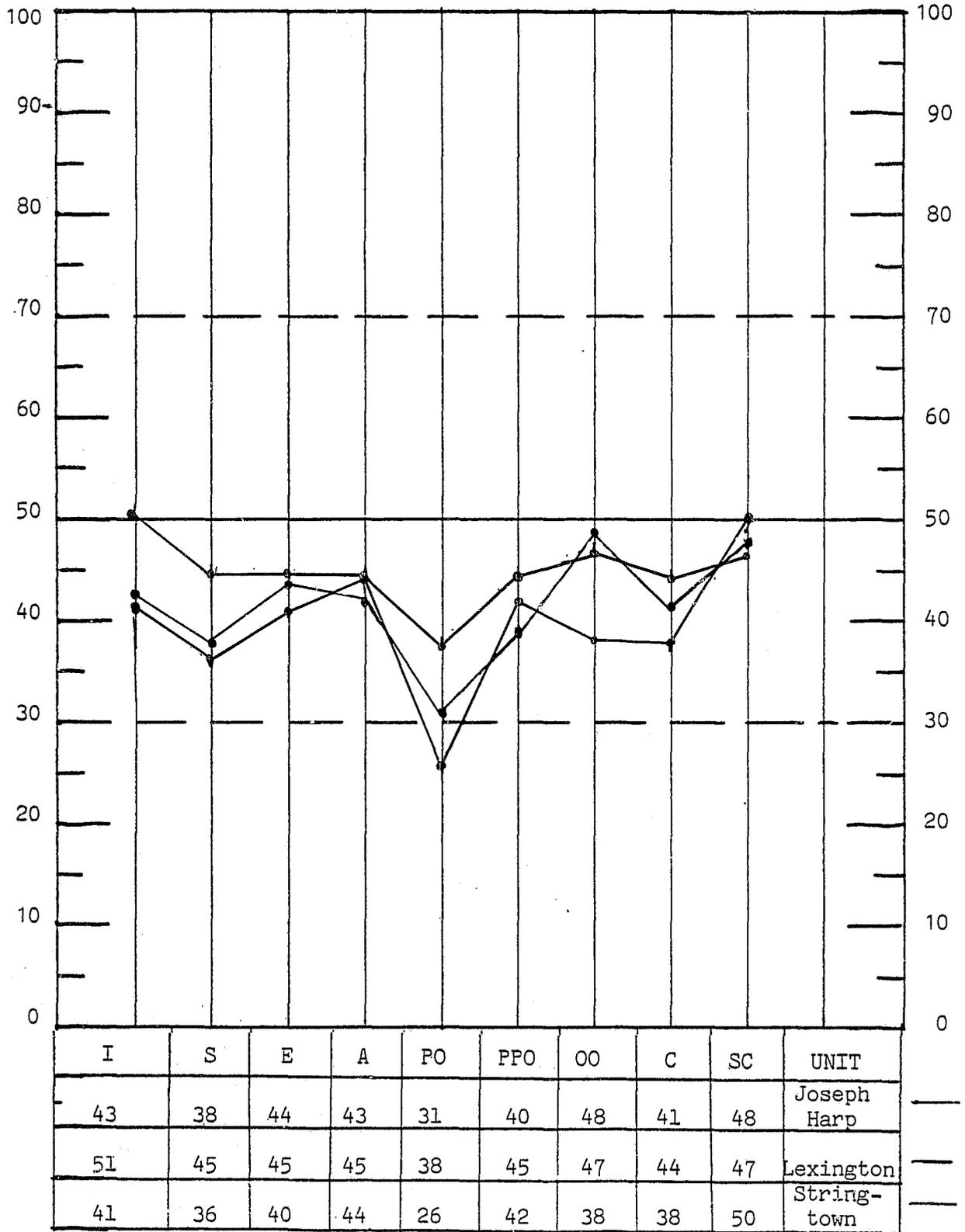


Figure 2. Social Climate Profiles for Medium Security Facilities - Joseph Harp, Lexington, and Stringtown

social climate dimensions were similar to each other with one exception. This exception concerned the level of emphasis placed on orderliness which JHCC inmates perceived as greater than SCC inmates. As with the maximum security institutions, these two facilities resembled Moos' "disturbed-environment" profile type. That is, these two facilities emphasized control but also allowed considerable levels of expressiveness and autonomy.

For the third institution in this security level, Lexington Correctional Center (LCC), scores indicated that greater emphasis was placed on most every dimension compared to the other medium security institutions. Large differences between LCC and JHCC/SCC were found on three dimensions; Involvement, Support, and Practical Orientation. As with JHCC, LCC inmates also perceived a greater emphasis on orderliness than did SCC inmates. With the added emphasis on relationship and treatment dimensions, the LCC social climate appeared more stable than either JHCC or SCC as the added emphasis provided outlets for expression.

Relationship Dimensions: Involvement subscale scores for medium security facilities varied by as much as a standard deviation. SCC and JHCC Involvement scores were close to a standard deviation below the national norm while the Involvement score at LCC was just above the national norm. Inmate responses to items on the Involvement subscale revealed that a higher percentage of LCC inmates perceived themselves as wanting to improve, caring about each other and having considerable group spirit (items 10, 19, and 28). That is, LCC inmates had a higher opinion of themselves and the amount of effort they put into the functions of their unit compared to inmates at JHCC and SCC (item 37). When compared to the national norm, LCC inmate perceptions of their ability to become involved in unit activities were average, while JHCC and SCC were below average.

Differences in the Support dimension across the medium security facilities were very similar to those differences found on the Involvement dimension. That is, Support scores were separated by approximately one standard deviation with JHCC and SCC more than a standard deviation below the norm while the LCC score approached the norm. LCC inmates perceived that staff were more likely to have time to become involved and support inmate activities compared to either JHCC or SCC. Nonetheless, perceived support from staff was minimal at all three facilities as evidenced by

responses to items 20, 47, 56, and 65. Support received from other inmates was perceived as greater than support from staff. A larger percentage of inmates, although still not a majority, responded in the scored direction on items which concerned receiving support from residents (items 29 and 38).

Expressiveness subscale scores were similar across these facilities and ranged from one-half to one standard deviation below the national norm. As mentioned in the Maximum Security section, when the Expressiveness dimension is stronger than most other dimensions, attention to the type of expressiveness is warranted. If inmates are not given avenues to express tension, frustration, and anxiety, pressure can build and result in undesirable actions. These undesirable actions can be violence among inmates or toward staff, hostage situations, or, possibly, riots. For JHCC and SCC, the manner in which the Expressiveness dimension existed suggested that the expression of feelings at these two facilities was negatively oriented. In fact, a hostage incident did occur at JHCC (and at OSP) shortly after the CIES was administered.

While undesirable elements of the Expressiveness items at LCC should not be left unscrutinized, LCC's emphasis on Involvement, Support, Practical Orientation and Personal Problem Orientation dimensions should provide avenues for expression of personal feelings in a more constructive manner.

Treatment Dimensions: For these dimensions, subscale scores and item response patterns were similar to those of the maximum security facilities. That is, the extent to which inmates assisted in planning functions on their unit (Autonomy), and the extent to which inmates were encouraged to confront personal problems (Personal Problem Orientation) or plan for future release (Practical Orientation), were perceived in a similar fashion across medium and maximum security facilities. Scores on Autonomy and Personal Problem Orientation subscales were within one standard deviation, while Practical Orientation scores were between one and three standard deviations below the norm. Responses to Autonomy subscale items 4, 31, and 49, suggested that a high percentage of medium security inmates perceived the staff as not acting on inmate suggestions and not encouraging inmates to take initiative in planning activities. Item responses did

indicate that LCC inmates perceived themselves as having more responsibility and being more independent than inmates at the other two medium security facilities.

SCC and JHCC Practical Orientation subscale scores were lower than the Practical Orientation score at LCC. On all but two of the ten items, the percentage of SCC inmates responding in the scored direction was below 25 percent; while for JHCC, responses in the scored direction were below 35 percent on all items but two. Practical Orientation items suggested that planning for the future through training and goal development was not emphasized at either JHCC or SCC. Although LCC's Practical Orientation score was closer to the national norm than either JHCC or SCC, a perceived lack of emphasis on learning new approaches and training for new skills kept its score over one standard deviation below the national norm.

Personal Problem Orientation subscale scores revealed that medium security inmates perceived the ability to confront personal problems at a level below the national average. Responses to items on this subscale revealed that when personal problems were confronted at these facilities it was more likely to be among inmates (items 6 and 15) rather than with the help/encouragement of staff or unit programs (items 33, 42, and 69). Responses to item 24 revealed that personal problems were not openly discussed on these living units.

System Maintenance Dimensions: Order/Organization, Clarity, and Staff Control dimensions suggested that, as mentioned earlier, the primary concern of medium security facilities was control of the inmate populace. For inmates at JHCC and LCC, the Order/Organization subscale scores were close to the national norm. However, an analysis of item responses showed that orderliness and cleanliness of the facility was perceived by inmates as receiving more emphasis than the organization of activities, appointments, etc. Responses of inmates at LCC and JHCC on items concerning organization were similar to the responses of inmates at OSP and OSR. The primary differences between maximum security facilities and JHCC/LCC facilities were on the first three items (7, 16, and 25), which are concerned with the neatness of the unit. These differences may be due to the newness of the LCC and JHCC facilities. However, inmate responses for Stringtown on this subscale revealed that neither orderliness of the facility nor organization of activities and schedules received much

emphasis.

On the second subscale for System Maintenance, Clarity, LCC and JHCC were within a standard deviation of the national norm; while SCC was just over a standard deviation below the norm. These lower scores may be at least partially attributed to the lack of organization discussed above. Responses to items 35, 71, and 89 revealed that inmates were unable to predict what to expect from staff and staff routines. The percentage of inmates at medium security facilities responding in the scored direction on these three items was between 10 and 25 percent. It appears that inmates at these facilities perceived a lack of emphasis on scheduling and consistency which resulted in lower scores on the Clarity subscale. Note that like OSP and OSR, item 53 received a large percent of scored responses (T) from all medium security inmates and suggested that rule violations were being dealt with in a fairly consistent manner within each institution.

Staff Control subscale scores were near the national norm for all three medium security institutions. For SCC and JHCC, Staff Control was the highest subscale score on their profile. This revealed that inmates perceived these two social climates as being dominated by emphasis on control. While the Staff Control dimension at LCC was similar to the other two institutions' scores, inmates at Lexington perceived other dimensions (e.g. Involvement and Order/Organization) as being emphasized to the same extent, or more than Staff Control. In other words, the inmates did not perceive control as the primary emphasis at LCC.

Minimum Security

Social Climate profiles for two of the three minimum security facilities followed the same general trend established at maximum and medium security facilities. That is, the Trusty Unit at OSP (Trusty) and McLeod Correctional Center (MCC) social climate profiles emphasized control to the virtual exclusion of other dimensions with the exception of Expressiveness. (See pg. 21 for a discussion of the importance of this relationship). The third facility Ouachita Correctional Center (OCC), had a social climate profile marked by extreme fluctuations in emphasis on dimensions. As expected, Practical Orientation received more emphasis at OCC than any other institution. However, this orientation existed in a social climate

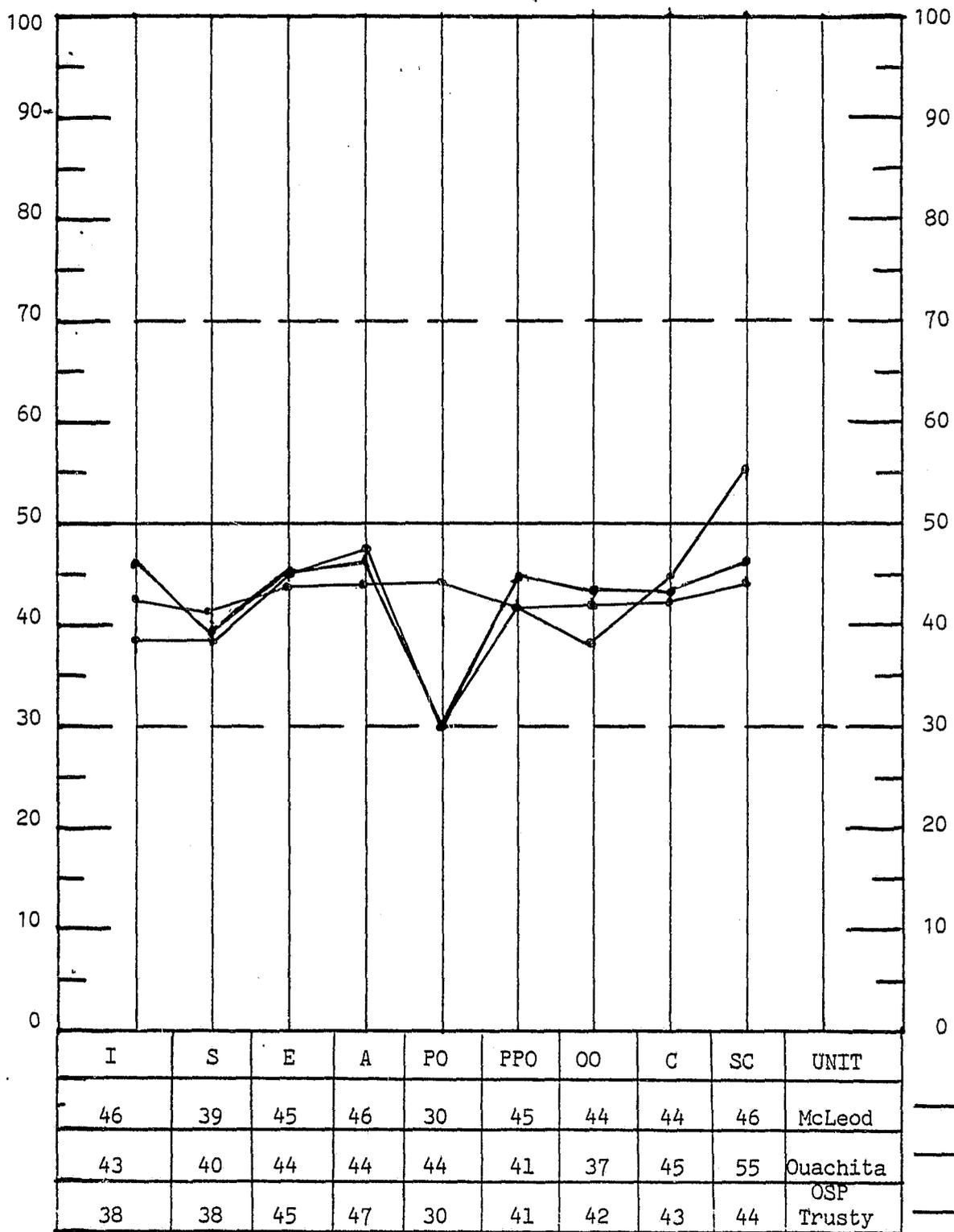


Figure 3. Social Climate Profiles for Minimum Security Facilities - McLeod, Ouachita, and OSP Trusty

which was disorganized and disorderly as revealed by the lowest Order/Organization subscale score of any male facility. The control lost through the lack of order/organization was offset by the highest perception of Staff Control of any male facility.

Relationship Dimensions: With the exception of MCC's Involvement subscale score (46), Involvement and Support subscale scores were approximately one standard deviation below the national norms. Expressiveness subscale scores were approximately five standard scores higher than Involvement and Support subscale scores which suggested that types and methods of inmate expression should be monitored.

On the Involvement dimension, MCC and OCC item responses revealed that a majority of inmates at these two facilities perceived that inmates try to improve, put a lot of energy into activities, and take self-initiative (items 10, 37, and 73). Compared to inmates at OCC and MCC, Trusty Unit inmates did not respond to these items in the scored direction as often.

Regardless of facility, minimum security inmates perceived the level of support received from staff and/or other inmates in a similar fashion. As with maximum and medium institutions, minimum security inmates perceived a lack of staff encouragement and support. Responses to items 20 and 47 revealed this lack of staff/program support as only five to ten percent of minimum security inmates responded in the scored direction. Although not as low as the support received from staff, support received from other inmates was also perceived at a low level, with the highest percentage of inmates (46 to 49) responding in the scored direction on item 38, "Residents rarely help each other".

Only one standard score separated the Expressiveness subscale scores for the three minimum security facilities. These scores approached the national norm and were at the same levels as several other subscales. That is, while inmates perceived the ability to express themselves at a level near the national norm, other dimensions of the social climate received equal emphasis and the profile was not peaking on this subscale. While the profiles for minimum security institutions did not peak on this dimension, item responses suggested that the type of expression allowed was more of a negative than positive factor. These responses indicated that inmates perceived an ability to openly disagree with other inmates but a need to hide feelings from staff.

Treatment Dimensions: With the exception of OCC's Practical Orientation dimension, levels of emphasis on treatment dimensions (Autonomy, Practical Orientation, and Personal Problem Orientation) were similar for MCC, OCC, and Trusty. Treatment dimensions subscale scores were within a standard deviation below the national norms with the exception of MCC and Trusty Practical Orientation scores which were two standard deviations below the norm.

Item responses on the Autonomy dimensions revealed that while scores on this subscale were close to the national norms, a large majority of minimum security inmates perceived a lack of input (item 31), encouragement to take initiatives (item 49), or action by staff on inmate suggestions (item 4). These items revealed that inmates perceived themselves as having little control over their present environment.

The impact of OCC's vocational training program is revealed on the Practical Orientation dimension. Item responses on this dimension revealed a stronger emphasis toward developing new skills, making plans, and working toward goals at OCC (items 50, 59, and 77). Note that while OCC's Practical Orientation score was higher than any other institution, their score was six standard scores beneath the national norm. That is, if a level of emphasis comparable to national norms is desired on this dimension, all institutions will need to increase planning and working toward established goals. This is especially true for facilities like the Trusty Unit and MCC which were two standard deviations below the national norm. Only four percent of the correctional facilities included in the national norm have a lower emphasis on Practical Orientation than these two institutions.

For Personal Problem Orientation, inmate responses for each minimum security facility followed the same pattern as the other male institutions. Personal problems were confronted among inmates, but few inmates perceived staff or programs as encouraging confrontation and open discussion of personal problems.

System Maintenance Dimensions: Of all the Oklahoma male institutions, subscale scores for OCC indicated the least emphasis on Order/Organization and the greatest emphasis on control through formal authority. The heavy emphasis on the use of formal authority at OCC may have been necessary to control the inmate population due to the lack of

organization on the units. The low emphasis on organization placed the responsibility of control directly on the authority of individual staff members. At MCC and Trusty Unit this situation did not exist, as all three System Maintenance dimensions (Order/Organization, Clarity, Staff Control) received equal levels of emphasis.

Items on the Order/Organization subscale revealed that inmates at all three facilities felt the living units usually appear messy (items 16 and 25). OCC inmates also perceived a lack of interest in making sure the unit is neat or organized (items 7, 34, and 43). This low emphasis at OCC could be partially attributed to construction projects and the clearly inadequate current housing. However, a low level of emphasis on organization was characteristic of all institutions (items 34 and 43). Compared to other institutions, a larger percentage of OCC inmates perceived other inmates as looking messy (item 52). This perception was further supported by inmate concerns which were voiced to CIES administrators about the availability of clean clothes at the facility.

On the Clarity dimension, minimum security institutions were approximately six standard scores below the national norm. These scores were similar to maximum and medium male institutions with item responses revealing a perceived lack of stability or consistency in staff schedules and routines. Inmates perceived that staff tend to change their minds and schedules without informing inmates of these changes. This caused inmates to perceive a lack of clarity in rules, procedures, and routines. However, like the other male institutions, minimum security inmates perceived that they know what will happen if they break a rule (item 53). This suggested consistency in the enforcement of rules and delivery of the disciplinary process within each facility.

For minimum security, Staff Control subscale scores were separated by a standard deviation. Item response patterns on this dimension were similar but the percentage answering in the scored direction was always higher for OCC inmates. These item responses revealed strict controls on inmate activities and actions by staff. As mentioned earlier, OCC's stronger emphasis on this dimension may be resultant of a lack of orderliness and organization.

Male Community Treatment Centers

Two distinct populations are housed at the male centers, first offenders and multiple offenders. Examination of the background variables presented in Appendix C, Table 2, reveals that the populations at Kate Barnard and Horace Mann Men (first offenders) resemble one another and that populations at the other six male centers are similar. Therefore, the discussion of social climates for the male community security level is divided into two parts, one for each of the population types.

First Offender Community Treatment Centers

Social Climate profiles for Kate Barnard and Horace Mann Men were similar to each other in direction although all but one dimension, Staff Control, received more emphases at Kate Barnard. These two centers emphasized Relationship dimensions in climates characterized as orderly, organized, and consistent. In addition, Treatment dimensions received above average emphasis.

Relationship Dimensions: At both centers, Involvement and Support subscale scores ranged from one to one and a half standard deviations above the national norms. Item responses on the Involvement subscale revealed that inmates at first offender centers perceived each other in a positive manner with the units perceived as "friendly" (items 10, 10, 73, and 82). However, social and interest building activities received less emphasis (items 46, 55, and 64). On the Support subscale, the support given to residents by staff received more emphasis at Kate Barnard (items 2, 20, 47, 56, and 74) while Horace Mann residents perceived more emphasis on support among residents (items 29 and 38). Overall, emphasis at both centers on the Support dimension was above the national average.

Little difference existed between Horace Mann Men and Kate Barnard on the Expressiveness dimension. The ability to openly express personal feelings was limited for residents at these facilities. As discussed in the Maximum and Medium security sections, the need to control or direct expressiveness is important and should be monitored at all facilities. However, for the first offender centers, the Expressiveness dimension was perceived lower than most other dimensions on the profiles (this is the opposite of institution profiles). While this suggested that the allowed

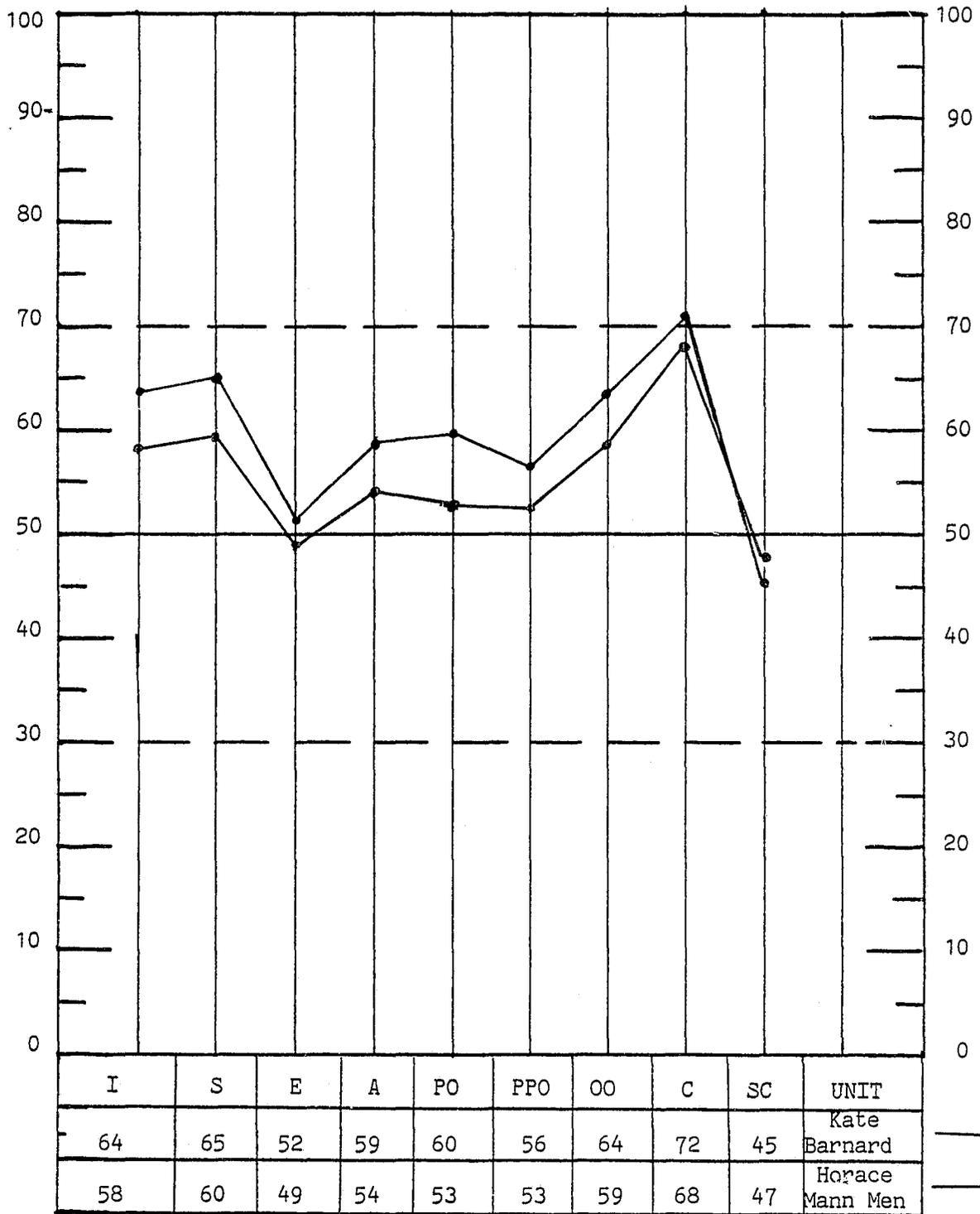


Figure 4. Social Climate Profile for the First Offender Community Treatment Centers - Kate Barnard and Horace Mann Men

expressiveness could be directed through positive avenues, the ability to express personal feelings was limited.

Treatment Dimensions: Compared to national norms, first offender centers placed higher emphasis on the treatment dimensions of Autonomy, Practical Orientation, and Personal Problem Orientation, with higher emphasis on these dimensions at Kate Barnard than Horace Mann Men. KB scores were at a standard deviation above the national norms for Autonomy and Practical Orientation subscales and one-half standard deviation above the national norm on Personal Problem Orientation, while HMM scores remained closer to the norms on all three dimensions.

Responses on the Autonomy subscale revealed the extent that residents perceived the need and/or ability to be responsible, take initiative in planning activities, and have a say in what goes on in their units. Autonomy items receiving the largest percentage of desired responses were 22, 49, and 67. These items supported the belief that PRP with the accompanying levels system increase resident perceptions of the ability to take initiative and be responsible. KB residents perceived more emphasis on these items than did HMM residents; this perception explains the difference between the two center's Autonomy scores. At both centers, resident responses to items 4, 31, and 58 revealed that residents perceived that staff did not act on resident suggestions and residents did not have a say in what goes on in their unit. Such responses kept the Autonomy scores at both centers from rising further above the national norm.

Items on the Practical Orientation subscale revealed a large percentage of residents at the first offender centers who perceived that their programs enable planning for the future and working toward the fulfillment of these plans (items 5, 14, 32, 59, and 77). The types of PRP agreements written and the importance placed on these agreements should effect perceptions on this dimension.

Compared to Practical Orientation, Kate Barnard de-emphasized Personal Problem Orientation while Horace Mann placed equal emphasis on these two dimensions. Kate Barnard's de-emphasis placed both centers' Personal Problem Orientation scores approximately one-half standard deviation above the national norm. Items on this dimension revealed that differences between these two centers were similar to the difference on the Support

dimension. That is, Kate Barnard residents perceived the unit and staff to be the most instrumental in helping them confront personal problems (items 33, 42, and 69), while Horace Mann residents perceived other residents to be the most helpful in confronting personal problems (items 6 and 15). Less than a majority of the residents at either center felt that they could openly discuss problems (item 24).

System Maintenance Dimensions: These dimensions revealed that both first offender centers' programs operated in a very structured environment. This structure was a result of strong Order/Organization and Clarity dimensions, which exceeded the level of Staff Control. Order/Organization subscale scores at these two centers were a standard deviation or more above the national norm. Item responses on this subscale suggested that residents perceived the physical facility as being neat and orderly (items 7, 16, and 25). The second major aspect of this dimension, organization, received less emphasis (items 34 and 43). These items revealed that the units were perceived by a majority of the residents as "sometimes disorganized."

For both centers, the Clarity subscale score was approximately two standard deviations above the national norm and higher than any other subscale. The largest deviation on item responses between these two centers occurred on item 26 where responses revealed that Kate Barnard residents were much more likely to receive an orientation process upon arrival at the center. Perceptions at both centers on items 71, 80, and 89 revealed an unsureness about what to expect from staff. However, other item responses revealed a unit which functioned in a consistent manner with clear and concise guidelines (items 8, 17, and 53).

The structured environment at these two centers does include formal control by staff but this control is not emphasized to the extent of any other dimension. In fact, Staff Control subscale scores were just below the national norm and the lowest subscale score for both centers. Item responses on this subscale revealed that formal control was used for enforcement of rules (items 27 and 45) and monitoring the population (item 72). However, this authority is personalized in the sense that only 17% and 18% of the residents felt that they could not call staff by their first names (item 81).

Multiple Offender Centers

Social climate profiles for the six remaining male centers were similar to each other and approximated the national norms on most subscales. These profiles followed the same directions of emphasis as the first offender centers with the primary difference being that of magnitude. That is, the social climates at these centers were perceived as being open; residents were involved and supported; and relationships among residents, as well as between residents and staff, were encouraged. Although relationships existed, residents perceived only average abilities to openly express opinions. Also, personal problems were not being completely addressed as barriers which were caused by the interaction between the need to openly express feelings, the need for control, and the need to confront personal problems, existed. The final category of dimensions, System Maintenance, for these centers revealed that, like the first offender centers, the relationship and treatment dimensions operated in environments which emphasized Order/Organization and Clarity dimensions more than any other dimension.

Relationship Dimensions: Involvement, Support, and Expressiveness subscale scores deviated no more than six standard scores from the national average at any of these centers. A review of Involvement subscale item responses revealed that responses were of the same general direction and magnitude across centers. Involvement items suggested that residents perceived themselves as "trying to improve and get better" (item 10), while other items on the subscale received smaller percentages of scored responses. Involvement scores indicated that residents' ability to become interested and involved in the activities of the unit was at the national average.

The level of support available at these centers approximated the national average. However, item responses revealed that across centers residents perceived a lack of staff involvement and support of resident activities. This lack of support was further portrayed by responses which indicated that residents perceived staff as not knowing what residents wanted (item 83). For these centers only one item on the Support subscale received a majority of scored responses, which revealed that residents did receive support from other residents (item 38). Although Support subscale

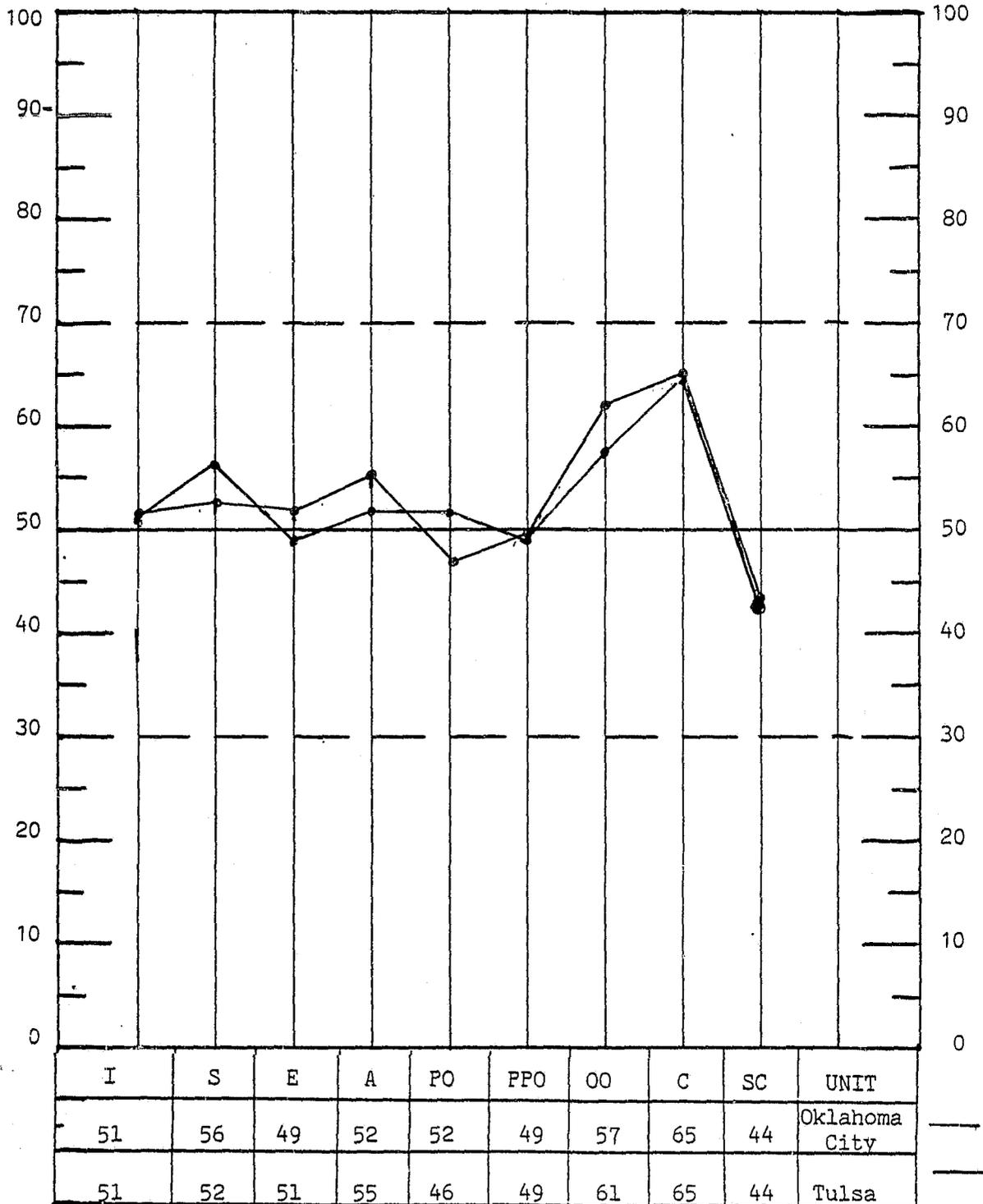


Figure 5. Social Climate Profiles for Oklahoma City and Tulsa Community Treatment Centers

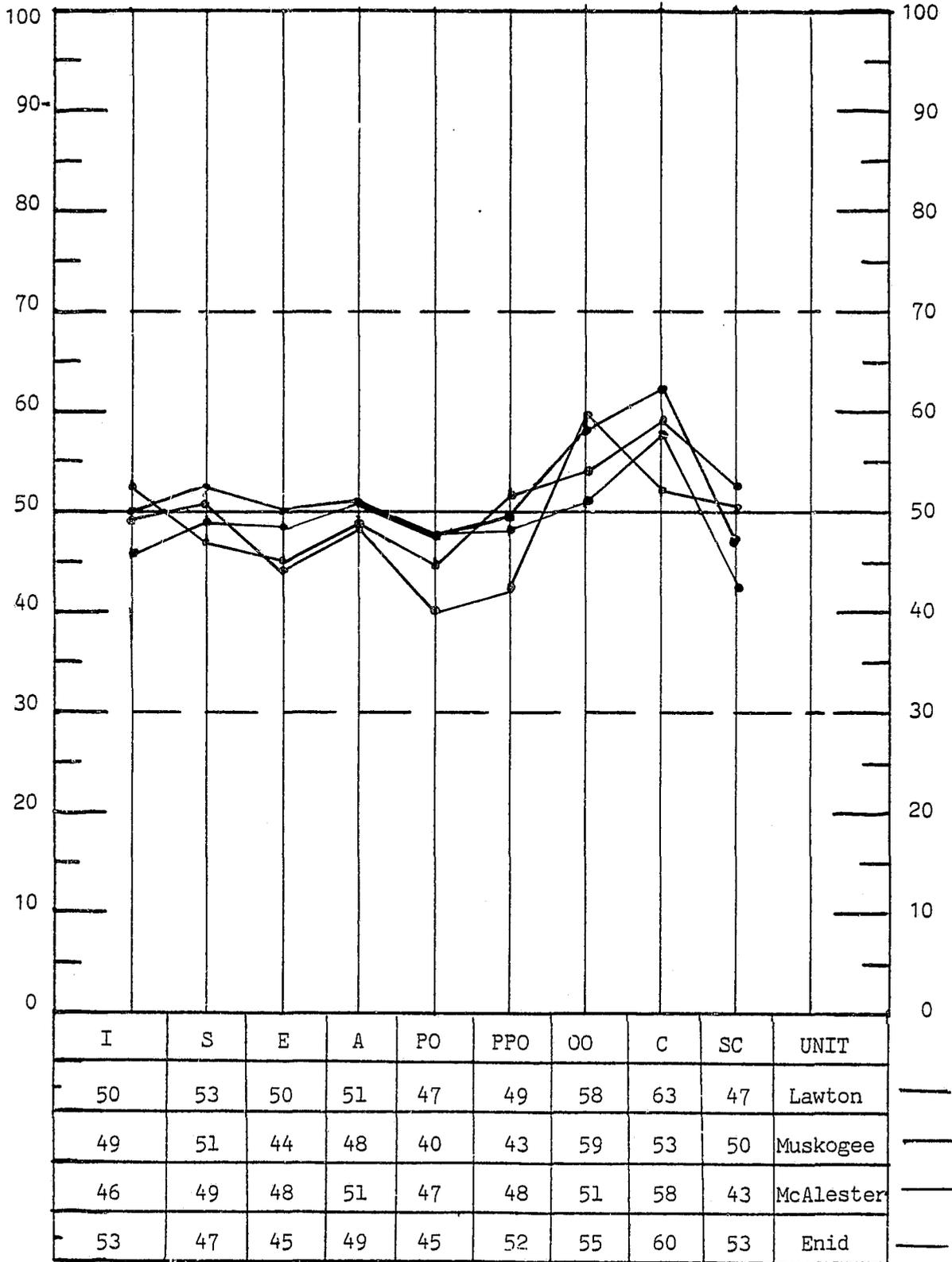


Figure 6. Social Climate Profiles for the Lawton, Muskogee, McAlester and Enid Community Treatment Centers

scores were close to the national norm at all of these centers, the level of perceived support could be higher, as evidenced in the first offender centers, if staff become more supportive of residents.

Expressiveness subscale scores were lower than the other scores on Relationship dimensions. This indicated that the open expression of opinions and feelings at these CTC's was perceived as limited. None of the Expressiveness subscale items had a majority of responses in the scored direction at any of these centers. This can be a positive factor in the control of residents but a negative factor when trying to confront and discuss personal problems. (Discussion of the Expressiveness dimension applies to these centers also; see pg. 21).

Treatment Dimensions: With a few exceptions, subscale scores on the Treatment dimensions (Autonomy, Practical Orientation and Personal Problem Orientation) revealed an emphasis on preparing for release to the streets via skills training, making plans, and confronting personal problems. The ability to act independently and take initiative was perceived as receiving "normal" emphasis.

On the Autonomy subscale, item responses suggested that "residents have a say about what goes on" (item 31) and that "staff encouraged residents to start their own activities" (item 49). Additionally, items 22 and 67 revealed that residents felt they were encouraged to be independent and accept responsibility. These responses revealed that residents could be autonomous as individuals but not as a group.

Practical Orientation subscale scores ranged from a standard deviation below the national norm to just above the norm. Item responses revealed that these lower scores may be attributed to a lack of vehicles to use in training for new skills and techniques (items 23, 50, and 68). Other items on this subscale which concerned planning for the future and working toward these plans were perceived in the scored direction more often than the training items. Item responses to 5, 14, 59 and 77, may be a reflection of PRP and its emphasis on planning and contracting. The degree of emphasis on these items varied across centers and a review of item responses in Appendix C will illustrate the different levels of planning at each center.

Compared to the orientation toward practical needs, Personal Problem Orientation subscale scores suggested a greater ability to confront personal problems at these centers. A comparison of responses to items 15 and 42 revealed that confrontation of personal problems was mainly an interaction among residents, as interest in resident problems was not perceived as a main concern of staff. In addition, few residents felt that personal problems could be openly discussed (item 24). These items suggested that while Personal Problem Orientation scores approximated the national norm, personal problems were primarily confronted privately among residents and not openly on the living unit.

System Maintenance Dimensions: Scores on System Maintenance dimension subscales (Order/Organization, Clarity, and Staff Control) revealed orderliness of the physical components of the environment and clarity of rules, regulations, and procedures. These emphases were existent in conjunction with an emphasis on control of residents via the use of formal authority, which varied from seven standard scores below to three standard scores above the national norm. At every center the two highest scores across the nine subscales were found in this category and revealed the concern for system maintenance at these centers.

Order and Organization subscale scores were between 51 (McCTC) and 61 (TCTC). Residents at these centers perceived the units and other residents as neat and clean. The strength of this dimension varied as noted by responses to items 7, 16, 25 and 52. While these items revealed a high level of orderliness, items 34 and 43 revealed a lack of unit organization, and a majority of the residents perceived that counselors do not always show up for appointments (item 70), which revealed a lack of organization and punctuality.

With the exception of MCTC, scores for the Clarity subscale were at or more than a standard deviation above the national norm. MCTC was above the norm by three standard scores. Clarity scores were high due to fairly consistent methods of rule enforcement and fairly consistent counselor schedules (items 53, 80 and 89). The word "fairly" is used as many of these items received a majority of scored responses by only a few percentage points.

As mentioned earlier, residents perceived levels of Staff Control

which were similar to the national norms. A majority of the residents responded in the scored direction on every item with the exception of 81, "Residents can call staff by their first names." As with first offender centers, formal authority was used to enforce rules and monitor the location of residents.

FACILITIES FOR WOMEN

Facilities for women are discussed separately from male facilities as the literature has found that women tend to perceive their environments differently than do men (Moos, 1974). These different perceptions have resulted in separate national norms being established for women facilities. It is important to also note that the four women facilities consist of two medium security institutions and two community treatment centers which operate under similar guidelines as their male counterparts.

Relationship Dimensions: On the Involvement subscale, scores were similar across women's facilities and ranged from around a standard deviation below the national norm for the institutions to a half of a standard deviation below the norm for Clara Waters CTC. Items 10 and 37 on this subscale revealed that, compared to the female institutions, larger percentages of the CTC respondents perceived themselves as trying "to improve and get better" and that "residents put a lot of energy into what they do." These items suggested that respondents from institutions and CTC's perceived themselves differently, with CTC respondents having more positive perceptions of their ability to take initiative on their units. This difference between populations may be attributable to the Positive Reinforcement Program operating in the CTC's which was designed to increase involvement in unit activities. Other Involvement items revealed that all women perceived limited involvement in activities, discussions, and interactions with other inmates.

OSP women perceived less support from each other and staff members than women at the other female facilities. OSP Women's Support subscale score (30) was two standard deviations below the norm while Mabel Bassett and Horace Mann scores were approximately one standard deviation below the national norm. Clara Waters was closer to the norm with a standard score of 44. OSP Women's low score on the Support subscale represents perceptions that virtually no support is received from staff or inmates. A review of support items revealed that only one out of ten items was

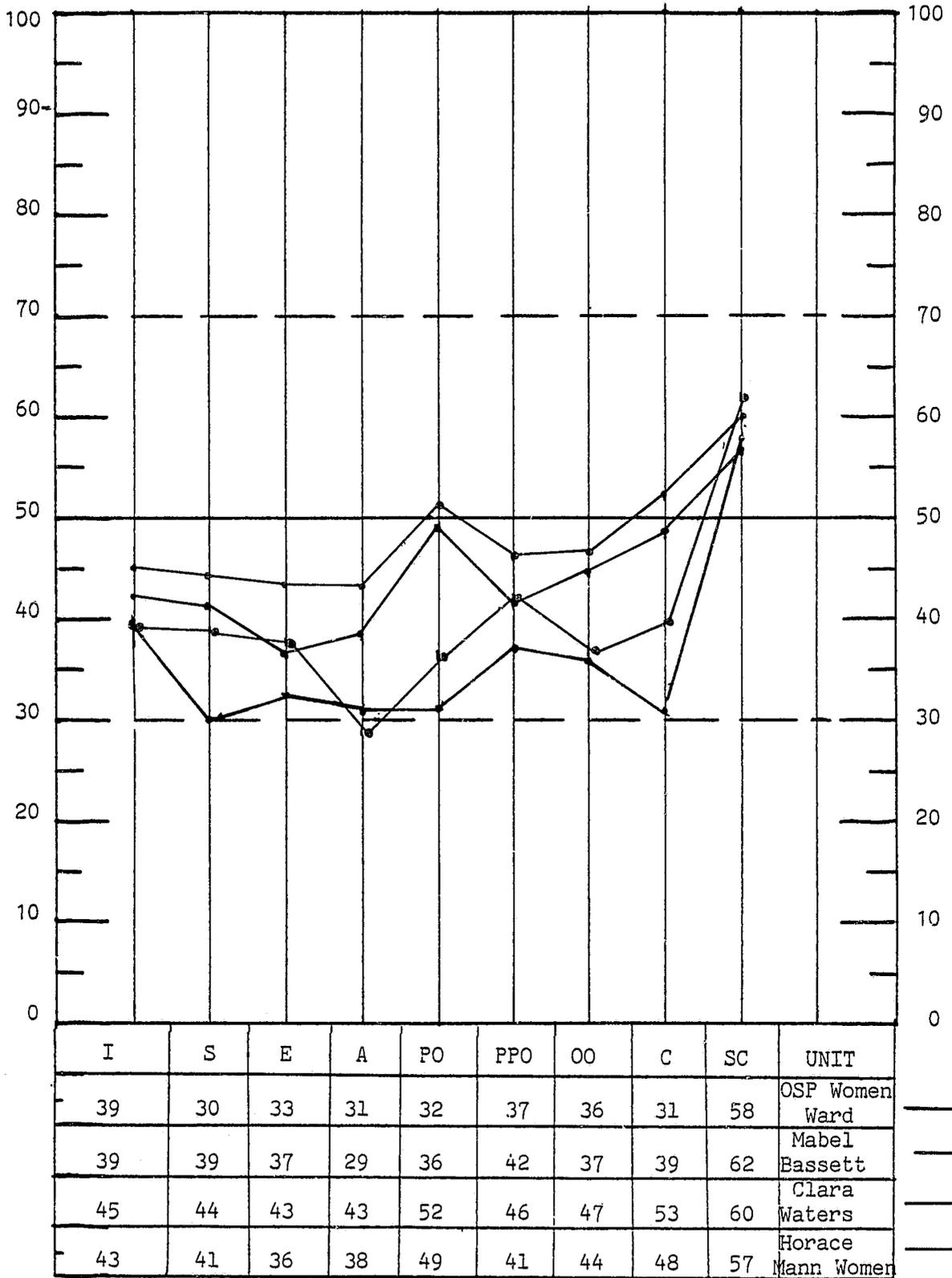


Figure 7. Social Climate Profiles for the Women Facilities - OSP Women, Mabel Bassett, Clara Waters and Horace Mann Women

perceived by more than 28% of OSP respondents in the scored direction. On item 38, 61 percent of the OSP Women responded in the scored direction, which was similar to response patterns on this item by the other female facilities. That is, respondents at all female facilities perceived that inmates support each other and without this perception at OSP Women their support score would have been much lower, as responses to other items on this subscale suggested that support and encouragement were non-existent.

However, the lack of support from staff was not unique to OSP Women. Although the magnitude of perceptions differed, items revealed that for all female facilities respondents perceived that staff and counselors have very little time to encourage residents (items 2 and 65), will not go out of their way to help residents (item 47) and are unaware of resident needs (item 83).

The final dimension of this category, Expressiveness, suggested that the ability to openly discuss and express personal feelings was also limited. Scores on this subscale were more than a standard deviation below the national norm for Horace Mann, OSP Women, and Mabel Bassett. As with the other subscales, Clara Waters' Expressiveness score was closer to the norm. It is important to note that Expressiveness scores may relate to the open expression of anger as well as the open expression of personal problems and concerns. Items suggested that in most cases both types of expression were limited and/or controlled at the women's facilities.

Treatment Dimensions: Differences between institution and CTC perceptions were more extreme on the Treatment dimensions. Autonomy and Practical Orientation scores suggested that CTC residents perceived the ability to take initiative in planning activities and planning for release to be greater than at the female institutions. Scores on Personal Problem Orientation revealed no extreme differences between institutions and CTCs. All Personal Problem Orientation scores were below the national norm and suggested a low level of emphasis on confronting personal problems at all facilities.

Institution scores were two standard deviations below the norm and CTC scores were approximately one standard deviation below the norm on the Autonomy subscale. A review of items revealed that large differences

between institution and CTC respondents existed on two items. Responses on item 22 ranged from 78 percent responding in the scored direction at Clara Waters to 33 percent at OSP Women. Similar response patterns were found on item 67. These two item responses suggested that, as might be expected, respondents at CTC's perceived their ability to be independent and responsible as being much higher than did institutional respondents. However, responses from all facilities on other Autonomy subscale items revealed a lack of encouragement from staff to take initiative in planning activities and a lack of response to residents' suggestions. These perceptions lowered the Autonomy scores at all of the facilities.

For women, Practical Orientation subscale scores were somewhat higher than Autonomy subscale scores. CTC scores were at the national norm while institution Practical Orientation scores were between one and two standard deviations below the norm. Items 5 and 14, which concerned making plans for the future, received desired responses from 17 to 32 percent of the institutional population and 63 to 84 percent of the CTC population. Subscale scores plus item responses to the Practical Orientation subscale suggested that neither female institution was oriented toward helping the inmates plan for the future or work toward plans by developing new skills and methods for doing things. However, this subscale was one of the strongest aspects of the female CTC's social climates, as they appeared to place considerable importance on planning for release by confronting practical problems.

CTC Personal Problem Orientation scores were lower than Practical Orientation scores while the reverse was true for the institutions. With the exception of Clara Waters, scores were approximately a standard deviation below the national norm. Differences between Clara Waters and the other women facilities on this subscale were largely related to the perceived ability to openly discuss personal problems. On items 24 and 33, Clara Waters had approximately 30 percent more residents responding in the scored directions. However, across facilities the importance staff placed on confronting personal problems was perceived as low, while a large percentage of the respondents felt that inmates discussed personal problems among themselves (items 51, 69 and 15). Therefore, residents felt that the confrontation of personal problems occurred among residents and received only minimal contributions from staff.

System Maintenance Dimensions: On the System Maintenance dimension, female facility scores revealed a need for unit control through the use of formal authority. However, the organization, orderliness and clarity of the unit and unit activities suggested that actual control varied from day to day due to inconsistency and lack of organization. This lack of Order/Organization and Clarity was especially true for the two institutions where scores for these two subscales were from one to two standard deviations below the national norms. With one exception, CTC scores for these subscales approximated the national norm; Order/Organization score at Horace Mann was six standard scores below the norm (44). Staff Control subscale scores were all approximately one standard deviation above the national norm which suggested the aforementioned need to rely on formal authority for control.

Items on the Order/Organization subscale revealed that with the exception of OSP Women, a majority of the respondents perceived that "staff make sure the unit is neat" and that the unit does not usually look messy (items 7 and 25). However, no more than 25 percent of the respondents perceived their unit as being organized (items 34 and 43). This lack of organization was also apparent on item responses concerning planning resident activities and punctuality of staff (items 61, 70 and 88).

Subscale scores on Clarity at OSP Women and at Mabel Bassett revealed a lack of clarity in rules, procedures, and day-to-day routines. Scores for the female centers were considerably higher with Horace Mann just below the norm and Clara Waters just above the norm. While these scores suggested that both female centers operated in a consistent and clear fashion, item responses indicated a high percentage of respondents perceived some inconsistencies in staff decisions (item 35 and 71).

Staff Control subscale scores were similar across facilities and revealed that women respondents perceived higher control through formal authority of staff than did male respondents discussed earlier in this report. Although subscale scores were similar, the type of Staff Control perceived varied across facilities as revealed by item responses. These responses suggested that CTC residents were more apt than institution residents to perceive that a transfer from their unit or institution is for not obeying the rules and that staff check-ups on them are regular (items

27 and 72). On the other hand, institutional responses revealed that inmates were more likely to perceive that staff orders them around and makes all decisions on the unit (items 36 and 54). Other variances among perceptions existed on this dimension and should be noted by reviewing item responses on this subscale for each facility.

SPECIAL UNITS

This section of the report discusses three units which are unique in purpose. These three units are the Protection Unit at Oklahoma State Penitentiary, the Special Programs Unit at Joseph Harp Correctional Center and Residential Substance Abuse Program (RSAP) located at the McAlester Community Treatment Center, all of which are oriented toward providing special services. The Protection Unit is intended to provide "safekeeping, control, and prevention of injury to inmates and/or other personnel" (OPS-060102-04), while the Special Programs Unit is a six month program for inmates with special psychological problems (OP-060212). RSAP is a thirty day program designed to provide treatment services to offenders with substance abuse problems and operates within the jurisdiction of the Community Treatment Program (CTC 090401-9).

Protection Unit

The social climate profile for the Protection Unit revealed high levels on Expressiveness and Autonomy dimensions. The remaining dimensions were de-emphasized and thereby portrayed this unit as one of little structure or constructive goals but allowed open expression of feelings and individuality. In a more mobile population a profile of this type would cause great concern about the ability to control these inmates. (See Expressiveness dimension discussion on page 17 of the maximum security section.)

Relationship Dimensions: As would be expected, inmates on this unit perceived an inability to become involved in the functioning of their unit and a lack of support from staff and other inmates. Standard scores on the subscales were approximately two standard deviations below the national norms. Item responses on these two dimensions were all viewed negatively as would be expected of persons in a tightly controlled environment.

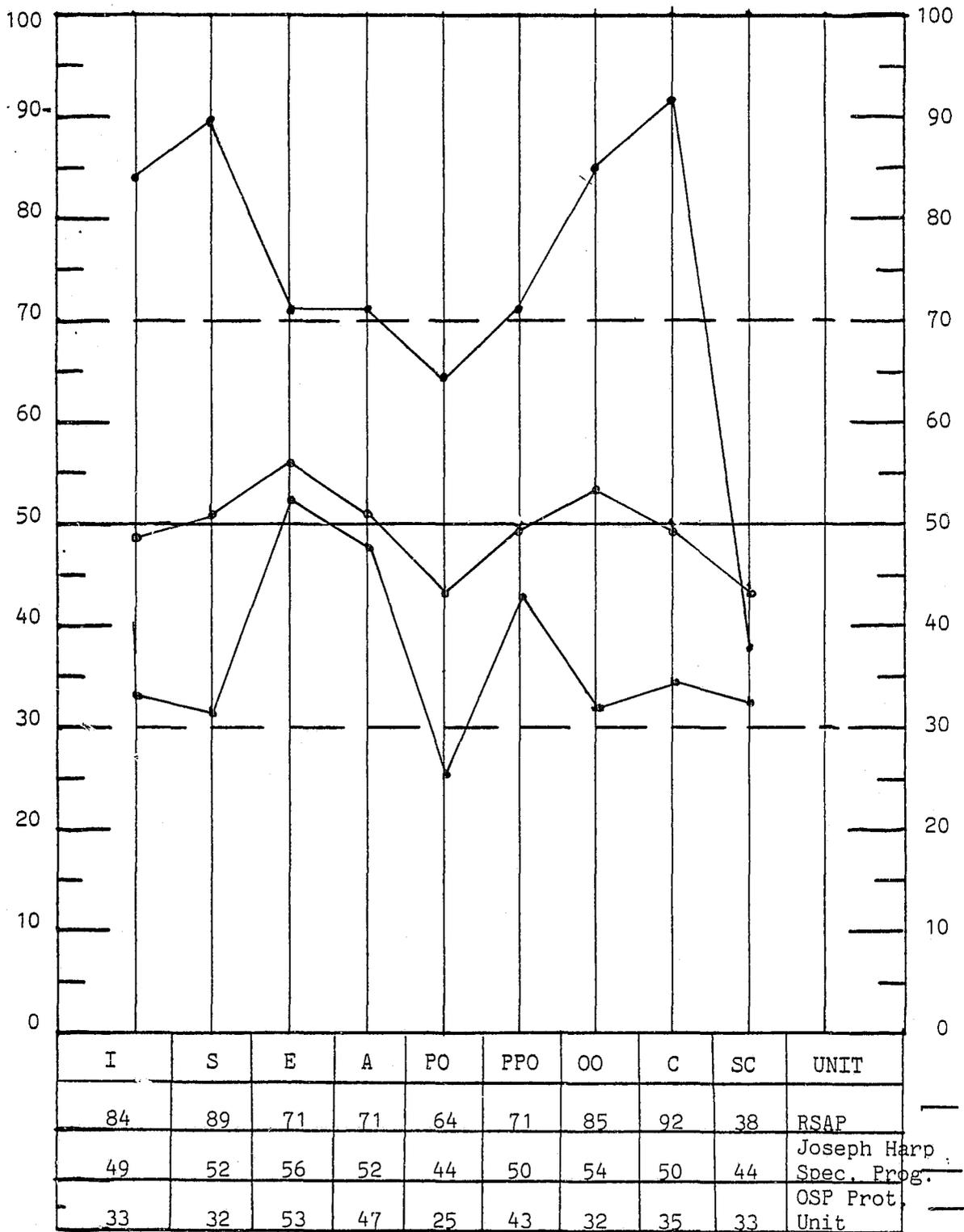


Figure 8. Social Climate Profiles for the Special Units - McAlester Residential Substance Abuse Program, Joseph Harp Special Programs Unit, and OSP Protection Unit.

However, the Expressiveness subscale score revealed a perceived ability to openly express feelings. Responses to items on this dimension suggested that this expressiveness was not constructive but more of an open expression of frustration, anxiety, and whatever else might be on the inmate's mind (items 21, 30, and 57). This expressiveness should be monitored due to the reasons previously discussed.

Treatment Dimensions: The Autonomy subscale score of 47 revealed that inmates perceived themselves as acting independently and taking initiative at a level similar with the national norm. However, item responses on this dimension revealed that inmates did not have a say in what went on (item 31) and the autonomous feeling suggested by the standard score was a result of being able to openly criticize those around them (item 40). As would be expected on a unit of this nature, orientation toward practical problems and planning was at a level two and a half standard deviations below the national norm established for the Practical Orientation subscale. It is interesting to note that this very low score was only one standard score from OSP Inside and Stringtown's Practical Orientation score. The third dimension in this category, Personal Problem Orientation, received a level of emphasis very similar to the other institutions. Items on this dimension revealed that while the ability to discuss personal problems was similar to other institutions, the Protection Unit's orientation was toward the open discussion of sex and sharing problems with each other rather than more constructive programs.

System Maintenance Dimensions: Order/Organization, Clarity, and Staff Control scores were approximately two standard deviations below the national norms and revealed a lack of structure, routine, and formal authority. However, responses to items 36, 45, and 54 on the Staff Control subscale revealed a control of decision making by staff members. This lack of structure and routine, with the high level of Expressiveness, revealed a climate which is unsettled, tense, and controlled primarily by physical structure.

Joseph Harp Special Programs Unit

With exception of Staff Control, dimensions on this profile were perceived as being higher than any of the institutions. However, standard scores were at best one half standard deviation from the national norms,

which revealed a similarity with other correctional programs across the nation. Since this unit is oriented toward persons with special psychological problems it would be expected that these dimensions should be perceived at higher levels. The Special Programs Unit's profile revealed a program with average emphasis on Relationship and Treatment dimensions which operated in a unit with average levels of structure and control.

Relationship Dimensions: Item responses on the Involvement dimension revealed that a majority of inmates perceived that inmates on the unit put a lot of energy into trying to improve and that discussions on the unit are interesting (items 10, 37, and 64). However, inmates did not feel that the unit was friendly and only a few of the inmates perceived close relationships with other inmates (items 19, 28, and 82). This lack of inmate to inmate relationship was also revealed on Support dimension items which suggested that inmates were not supportive of each other (items 29 and 38). However, a majority of inmates perceived that support is received from staff (items 2, 20, and 74). In a program of this nature, the open expression of feelings is important and the Expressiveness subscale score revealed that this was possible at a level above the national norm. Items on the Expressiveness subscale revealed a large percentage of inmates who perceived that they can say how they feel and think (items 21 and 30). However, only a small percentage perceived that they can tell how other inmates feel, which also suggested a lack of cooperation among inmates.

Treatment Dimensions: Items on the Autonomy dimension revealed that inmates perceived themselves as having some control over the operations of their unit (items 31 and 58), although staff discouraged criticism and allowed minimal levels of independence and responsibility (items 22, 40 and 67). Responses to items on the Practical Orientation subscale suggested that the relatively high level of emphasis was due to stressing plans and goals and not due to developing new skills (items 14, 50, and 59). Personal Problem Orientation item responses showed that only fifty percent of the inmates perceived that unit discussions among inmates, and between staff and inmates, confront personal problems (items 6, 15, 33, and 51).

System Maintenance Dimensions: Order/Organization and Clarity subscale scores were approximately one half standard deviation above the

national norms. That is, the Special Programs Unit was characterized as structured to the extent that inmates knew what to expect. It appeared that this structure negated the strong need to rely on the Staff Control dimension as this subscale score was over one half standard deviation below the national norm. Item responses on the Order/Organization dimension revealed an orderly unit (items 7, 25, and 43); however, items 61 and 70 suggested that less emphasis is placed on the organization of activities and meetings. Clarity item responses revealed that routines were stable and staff seldom argued (items 8 and 89), although staff and inmates were perceived as always changing their minds and thereby causing some program instability (items 35 and 62). Inmates perceived an informal relationship with staff as revealed by responses to item 81 on the Staff Control subscale. Other item responses on this dimension revealed that schedules were enforced, staff made all decisions and checked up on inmates regularly (items 9, 36, and 72). All of the items and scores on these System Maintenance dimensions revealed a somewhat average degree of structure and control.

Residential Substance Abuse Program (RSAP)

The profile for RSAP revealed a social climate with amazingly high levels for a corrections unit on all dimensions with the exception of Staff Control. The next to the lowest subscale score, Practical Orientation, was one and a half standard deviations above the national norm. This dimension would not be expected to be high since the emphasis of RSAP is on dealing with substance abuse problems in the present rather than planning for future release. Four dimensions were more than three standard deviations above the national norms.

A more indepth discussion of this very unique profile would only further illustrate the uniqueness of this program. It should be noted that the program only lasted for thirty days and that the CIES was administered during the second week of a session. This time element could cause an emotional peak which results in a temporarily utopian profile. Further studies will be necessary to determine the applicability of the CIES to short term programs. However, RSAP was temporarily halted after the CIES was administered due to high staff turnover. Future RSAP studies must consider this turnover as a variable on the social climate in assessing program effects as well as outcomes.

COMPARISONS BETWEEN SECURITY LEVELS

This section presents the findings which address the fifth question specified in the Purpose section. That is, to what extent do the combined scores of facilities within the same security classification differ from other security levels? This question is examined for males first, then for the two security levels which operate for females. Standard scores for security levels are presented in Table 2.

Male

Across subscales, with the exception of Staff Control and Expressiveness, scores for community security were significantly higher than scores for the other three security levels. On Expressiveness the score for maximum security was not significantly different from that of community security, although scores for medium and minimum security were significantly smaller. It would appear then that the social climate of the community treatment centers was unique from other security levels. That is, the extent of the Relationship, Treatment, and System Maintenance dimensions in the Community Treatment Program exceeded the availability of these dimensions at institutional security levels.

Comparisons between maximum, medium, and minimum security institutions revealed that only small differences existed across dimensions; however, five of the 27 comparisons were found to be significant. Two significant comparisons involved maximum and medium security facilities. On Involvement, medium security was found to be significantly higher than maximum security, while on Expressiveness the reverse occurred. A third significant comparison occurred on the Practical Orientation subscale where minimum security showed a higher level than maximum security. The final two comparisons which exceeded the statistical criteria were on Order/Organization, with medium security revealing a higher level than either maximum or minimum security.

The amount of difference required for a comparison to exceed the set criteria was small (as an outgrowth of the large sample sizes and the resulting small standard deviations). It was therefore surprising that the institutional security levels showed significant differences on only four

Table 2

Subscale Standard Scores By Security Levels
For Male Incarcerates

	Maximum Security	Medium Security	Minimum Security	Community Security
Involvement	41	45	43	54
Support	41	40	39	56
Expressiveness	46	43	45	49
Autonomy	45	44	46	53
Practical Orientation	30	32	35	50
Personal Problem Orientation	43	41	43	50
Order/ Organization	41	45	41	59
Clarity	43	41	44	64
Staff Control	45	48	49	46

of the nine subscales. Given the educational and counseling programs which appear to be more heavily emphasized in the medium and minimum security facilities, one would expect the Relationship and Treatment dimensions to be perceived as receiving more emphasis in medium and minimum security than in maximum security. However, this expectation was not supported by the results.

Female

Comparisons between medium security (OSP Women and MBCC) and community security (Clara Waters and Horace Mann Women) scores for women revealed significantly higher scores for community security on Involvement, Practical Orientation, Personal Problem Orientation, Order/Organization and Clarity. The differences between security levels were sizeable and the security levels for women showed greater separation on subscales than did the men. Differences were strongest for the Treatment and System Maintenance dimensions, while only one Relationship dimension exceeded the statistical criteria.

COMPARISONS WITHIN SECURITY LEVELS

The analyses utilized to examine differences between security levels was based on scores obtained by combining scores across facilities within the same security level. This process ignored any differences which might exist between facilities within a security level. This section examines whether or not differences did exist between the facilities within security levels (Question 6 in the Purpose section). Again, results for males are discussed, followed by the findings for females.

Maximum Security

The maximum security institutions (OSP and OSR) were found to be the least similar, in terms of their respective social climates, of all the facilities within any other security level. On seven of the nine subscales the average scores for OSR were significantly greater than those for OSP. The two exceptions were on the Staff Control and Involvement subscales. It should be noted that although OSR was classified as a maximum security

facility, a majority of the inmates are actually classified as medium security.

Medium Security

Of the 27 comparisons on the data for the three medium security institutions, eight were significant. LCC was found to have greater levels of Involvement, Support, and Practical Orientation than either JHCC or SCC. The remaining two significant comparisons were on Order/Organization, with LCC and JHCC having a higher score than SCC.

Minimum Security

For this security level six of the 27 comparisons were found to be significant. On the Involvement dimension the score for MCC was significantly elevated above OSP Trusty, while on Order/Organization MCC had a significantly higher score than OCC. For Practical Orientation and Staff Control, OCC showed significantly higher levels than both MCC and OSP Trusty.

Community Security

Of the 252 comparisons between community treatment centers only 22 were found to be significant, and of these 22 comparisons, 20 showed Kate Barnard to be significantly elevated above other centers. On all subscales but Expressiveness and Staff Control, Kate Barnard was significantly greater than at least two other centers. The remaining two significant results were for comparisons of HMM and MCTC on Practical Orientation and Personal Problem Orientation, on which HMM had substantially higher average scores. If KB and HMM (the two first offender centers) were removed from the analysis, then the other six centers would show no statistically significant differences across the subscales.

Women

Comparisons between OSP Women and Mabel Bassett, and between Clara Waters and Horace Mann Women revealed no significant differences on any of the subscales. Within security levels, the women's facilities closely resembled one another.

Conclusions

Based on the findings from comparisons within security levels it appeared that combining scores within levels did mask important differ-

ences which existed between the male facilities. Maximum security institutions revealed different social climates, so that the combination of OSP and OSR tended to reduce apparent availability of social climate dimensions at this security level. The masking effect was less extreme at other security levels, but still it occurred on certain dimensions. It may be concluded, then, that while only the community level offered a unique social climate in which to place an inmate, alternatives at the institutional security levels were available. That is, the differences between institutional social climates were increased by the consideration of the facilities within security levels .

However, it must be noted that the actual size of the difference between and within security levels was frequently small in terms of standard scores. The institutional standard scores themselves seldom reached the national norms (Table 3). Therefore, the actual assignment of an inmate to OCC in order to place the inmate in an environment which stressed Practical Orientation would be successful in terms of available placement within Oklahoma's prison system. It would not necessarily mean the inmate was placed at an institution which heavily emphasized Practical Orientation.

For women's facilities no significant differences were found within security levels. However, between security levels major differences were identified on most social climate dimensions. Not only did it appear that assignment to a security level impacted the type of social climate an inmate would experience, but assignments within a security level did not appreciably alter the social climate experienced.

A final point to be considered is the potential influence of background variables on perceived social climate (Appendix C). Within the community security level, Kate Barnard and Horace Mann Men served a population which was unique among centers first offender residents who were young and had very little exposure to adult institutions. At the maximum security level the younger offenders at OSR, with fewer incarcerations, perceived a more favorable social climate than the inmates at OSP. For medium security, LCC presented an improved social climate environment over JHCC and MCC, and again the population was younger, had fewer

incarcerations and less movement within Oklahoma's prison system. For these three security levels, then, the most positive social climates were at facilities that served populations which shared the above identified characteristics. The implications are that, as utilized, classification criteria may influence social climates. This is not to suggest that background variables "determine" a social climate (see "Influence of Background Variables", pg. 13), but rather, the younger, more naive population may tend to be more open to experiences which the CIES subscales "tap".

COMPARISONS OF PAST AND PRESENT
CIES RESULTS FOR THE COMMUNITY
TREATMENT PROGRAM

As mentioned earlier, the CIES has been administered to residents at community treatment centers on four occasions prior to the present study. The data provided by the previous testings at community treatment centers allows each center's social climate to be reviewed over time. Unfortunately, the data for three of the test periods is not in computer storage, so that it is not possible to perform the appropriate statistical analyses for strong conclusions to be drawn. The present section simply discusses and notes changes in the social climates which have occurred over time.

It should be emphasized that many changes occurred between CIES test periods. Changes in personnel (administrative and center), selection criteria, populations, policies, programs, etc., may all impact the social climate of a facility. A major change in program structure has been the implementation of the Positive Reinforcement Program at all community treatment centers. The purpose of the Positive Reinforcement Program is "... to reinforce residents for working on problems which result in criminal behaviors" (CTC-090402-07). Delivery of reinforcements is through a level system which determines the extent of responsibilities and privileges for each resident. Movement through the five levels utilized by the centers requires a resident to develop a contract (program plan) specifying the goals to be completed in order to advance to the next level. General activities, privileges (reinforcements), and criteria for completion of each level, as well as procedures for developing program

plans, are provided in CTC 090402-07 and CTC 090401-03, respectively.

The length of time during which the reinforcement program has been in operation varies across centers, as does the length of time each center was open prior to implementation of the program. To illustrate these differences, the opening date and implementation date for the reinforcement program are listed:

<u>CENTER</u>	<u>CENTER OPENED</u>	<u>PRP BEGAN</u>
Oklahoma City (OCTC)	October, 1970	February, 1979
Tulsa (TCTC)	January, 1973	January, 1978
Kate Barnard (KB)	June, 1977	June, 1977
Horace Mann Men (HMM)	February, 1977	January, 1978
McAlester (McCTC)	October 1978	October, 1978
RSAP	June, 1979	June, 1979
Muskogee (MCTC)	February, 1974	May, 1979
Lawton (LCTC)	April, 1973	June, 1979
Enid (ECTC)	January, 1974	May, 1978
Clara Waters (CW)	March, 1978	March, 1978
Horace Mann Women (HMW)	April, 1977	January, 1978

The discussion which follows utilizes the organization employed for the social climate section. First offender centers are presented, then the multiple offender centers (excluding McCTC and RSAP which were tested for the first time during the present study), followed by the women centers. Table 3 at the end of this section presents past CIES scores.

First Offender Centers

The two first offender centers, KB and HMM, were not open at the time of the first CIES administration (October, 1976). Therefore, results presented in Table 3b provide standard scores for the last four test periods. During the first three test periods KB scores across dimensions remained stable or increased. On the fourth test period, KB scores declined by as much as 12 standard scores (Support and Clarity) from previous periods. Even with the decline across dimensions the standard scores for KB remained above the national norms. The largest declines occurred on subscales where the previous levels were more than two standard deviations above the mean. While the standard scores remained elevated, administrators may want to carefully examine the situation to avoid a trend downward in the social climate at KB.

A drop across dimensions between December, 1978, and July, 1979, also occurred at HMM, although the size of the decrease in standard scores was not as great as the one for KB. In addition, HMM did show improvement on the present testing over December, 1977, and July, 1978 results. Also note that the Positive Reinforcement Program began January, 1978, at HMM, and that the level found for each dimension since implementation has been above the December, 1977, level. Still, a decline of nine standard scores on Clarity warrants special consideration by administrators.

Multiple Offender Centers

Table 3a provides standard scores for the five original centers across the five test periods. Scores for October, 1976 were taken, with permission, from Cliff Sandel's thesis. Across dimensions the multiple offender centers revealed a general tendency for a drop in dimensional level from the December, 1978, testing. Four of the five centers were found to increase on one dimension since December, 1978, with Lawton having increased on two dimensions. The largest increase was eight standard scores on Staff Control at ECTC.

OCTC

For the first four test periods - October, 1976 through December, 1978 - OCTC showed a fairly consistent increase across dimensions except for Staff Control, which declined from a standard score of 49 to a standard score of 44. However, with the implementation of PRP in February, 1979, standard scores on the Relationship and Treatment dimensions declined, although the decreases were small. On the System Maintenance dimensions the conversion to PRP was not accompanied by any disruption of order or clarity, and the necessity to exercise formal authority by staff was not increased. The decline on the Relationship and Treatment dimensions may reflect confusion in program orientation due to the termination of the Deputy Director and the absence of a full time replacement.

TCTC

The social climate profile for TCTC has been the most stable of the five original centers. For any given subscale the largest fluctuation across time has been eight standard scores on the Involvement dimension.

Conversion to PRP at TCTC occurred in January, 1978, followed by increases in the Clarity dimension for July, 1978, and little change on the other dimensions. For December, 1978, several dimensions increased, particularly Involvement, Support, Practical Orientation, and Personal Problem Orientation. As with OCTC, the conversion to PRP did not disrupt the System Maintenance dimensions. In the present study, emphasis on the Relationship and Treatment dimensions decreased while the System Maintenance dimensions showed an increase in Order/Organization and a decline in the Staff Control dimension. The decline on the Relationship and Treatment dimensions again followed the absence of a Deputy Director, which, in turn, may have created a state of uncertainty as to the center's goals.

LCTC

Over time, LCTC has shown considerable fluctuation in the availability of dimensions. Results have varied by as much as 15 standard scores on Clarity and 11 standard scores on Practical Orientation and Personal Problem Orientation. For the last three test periods, the level on Practical Orientation and Personal Problem Orientation has stabilized slightly below the norms. Implementation of PRP occurred in June, 1979, so that this program was still in the process of development when the present study was conducted. It is interesting to note that conversion to PRP was not found to reduce Clarity or Order/Organization and that Staff Control was lower at LCTC after PRP was implemented.

ECTC

This center implemented PRP in May, 1978, followed by the most positive social climate profile (July, 1978) the center has had for any test period. Standard scores for Support, Expressiveness and Autonomy reached a level in the July, 1978, test period which were not exceeded or matched on any other test period. During the December, 1978, test period dimensional levels remained similar to those for July, 1978, but in the present study scores dropped on all dimensions except Personal Problem Orientation. In addition, scores for Order/Organization and Clarity declined and were accompanied by a sizeable increase in Staff Control. These declines also follow increases in the average daily population at

ECTC. For the December, 1977, period the average population was 33 residents, increased across the next two test periods, and peaked at 43 for the current test period. The implication may be that, given the physical structure and staffing of ECTC, the increased population was disruptive to the center's delivery and organization.

MCTC

As was the case for ECTC, the most positive social climate for MCTC occurred when the average daily population was small, that is, December, 1977. Since December, 1977, scores have tended to decline across dimensions as the population increased to a high of 51 in July, 1979. PRP was implemented in May, 1979 and with the increased population, was accompanied by a drop in program clarity and organization. In the present study, Order/Organization and Clarity were lower than any other test period, while Staff Control had increased from the December, 1978, level. Practical Orientation at MCTC has consistently been below the national norm, and on Personal Problem Orientation has not been at the norm since December, 1977.

Women Centers

For CW the current study found the level of all dimensions except Staff Control at or below either of the previous test periods (Table 3c). With the decreased emphasis on Order/Organization and Clarity, Staff Control reached its highest level during the current period. Clara Waters has operated with PRP since opening, and for July, 1978, residents perceived the emphasis on all but three dimensions to be above the national average for women's correctional facilities; however, there was a considerable decline in overall perceived emphasis as demonstrated in the current study. Population fluctuations at CW have been downward, so that the decreased emphases on these dimensions were not an outgrowth of overcrowding. In addition, a memo submitted by Joyce Jacobson, Superintendent (Appendix E), indicated that at the time of CIES administration a number of disruptive events had occurred at CW. Assaults on staff and disciplinary actions may have influenced perceptions of residents.

Results for HMW followed a pattern similar to that of CW, with scores on seven subscales at or below previous testings. Scores for

Order/Organization have been, in general, below the national norm and accompanied by high levels of Staff Control. In addition, subscale scores on the Relationship dimensions consistently fell below the national norms, as have scores on Autonomy and Personal Problem Orientation. Population fluctuations at HMW have been small and offer no explanation for the consistently negative profiles.

Table 3

CIES Subscale Scores for Prior
Test Periods* in the Community
Treatment Program

3a. Five Original Centers

	OCTC					TCTC					LCTC				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Involvement	51	48	50	56	51	51	50	51	58	51	57	57	51	52	50
Support	48	51	56	58	56	53	54	53	58	52	59	60	51	56	53
Expressiveness	43	46	50	50	49	48	48	52	52	51	47	49	48	46	50
Autonomy	48	49	53	55	52	60	56	54	55	55	52	52	48	59	51
Practical Orientation	40	45	46	50	52	46	48	45	52	46	40	51	48	48	47
Personal Problem Orientation	47	45	53	50	49	50	46	45	52	49	49	51	50	49	49
Order/Organization	50	42	57	58	57	58	56	58	58	61	61	65	60	59	58
Clarity	55	54	62	69	65	66	60	67	67	65	65	73	68	58	63
Staff Control	49	48	44	44	44	40	46	46	46	40	53	54	53	54	47

	ECTC					MCTC				
	1	2	3	4	5	1	2	3	4	5
Involvement	53	55	52	56	53	54	62	52	52	49
Support	49	54	60	56	47	52	64	49	52	51
Expressiveness	47	49	54	51	45	47	46	50	52	44
Autonomy	50	53	58	54	49	50	55	46	49	48
Practical Orientation	38	54	52	50	45	41	47	37	42	40
Personal Problem Orientation	47	46	49	47	52	48	50	45	45	43
Order/Organization	54	46	56	59	55	65	71	61	56	59
Clarity	56	68	67	68	60	63	72	60	59	53
Staff Control	49	49	49	45	53	48	54	56	47	50

NOTE: McAlester CTC was not included since this was only their second test period.

*Periods: 1 - October 1976
2 - December 1977
3 - July 1978
4 - December 1978
5 - July 1979

3b. First Offender Centers

	KBCTC				HMM			
	*1	2	3	4	1	2	3	4
Involvement	70	75	74	64	55	56	65	58
Support	69	74	77	65	54	58	66	60
Expressiveness	57	56	56	52	49	51	53	49
Autonomy	63	62	65	59	53	53	61	54
Practical Orientation	63	66	68	60	48	48	56	53
Personal Problem Orientation	60	60	60	56	49	49	51	53
Order/Organization	66	72	73	64	54	57	64	59
Clarity	77	84	84	72	62	63	77	68
Staff Control	40	42	42	45	51	48	44	47

3c. Female Centers

	HMW				CW		
	1	2	3	4	2	3	4
Involvement	49	48	46	43	54	54	45
Support	41	49	47	41	55	58	44
Expressiveness	37	49	48	36	43	46	43
Autonomy	35	43	44	38	49	48	43
Practical Orientation	43	52	52	49	59	57	52
Personal Problem Orientation	42	48	46	41	49	52	46
Order/Organization	47	52	43	44	57	56	47
Clarity	49	55	54	48	77	66	53
Staff Control	65	57	57	57	55	57	60

*Periods: 1 - December 1977
 2 - July 1978
 3 - December 1978
 4 - July 1979

CHAPTER IV

DISCUSSION AND RECOMMENDATIONS

This study has provided an enormous amount of information about the nature of the social climates which exist in Oklahoma Department of Corrections facilities. These climates each represent the end result of inter-relationships, programs, procedures and routines which occur during the process of incarcerating felons. As purposes change from one facility to the next, the process of incarceration also changes, and therefore the end result, the social climate, should also change. However, data presented in the Results chapter has suggested that incarceration processes in Oklahoma institutions have resulted in similar social climates which, when compared to the national standards, were lacking in consistency, clear purposes, and beneficial relationships and programs. All of the institutions' results, with the possible exception of LCC, revealed that the primary emphasis in Oklahoma correctional institutions has been placed on the control of inmates. If this is the goal and purpose of the Oklahoma Department of Corrections, then the social climates which currently exist are as desired; and further study of the actual incarceration processes used in these institutions is unnecessary.

However, the lack of specified goals for the Department of Corrections makes it difficult to determine the intended purposes of these facilities. In addition, without a general philosophy or purpose to help interrelate activities, there is a strong possibility that the various system processes (classification, treatment programs, etc.) are working independently without concern for the needs of other processes. This lack of united direction may even lead to a conflict of purposes among these programs with an uncertainty of "who's responsible".

This is not to say that systematic procedures and specification of responsibilities are not enumerated in the Oklahoma Department of Corrections Policy and Operations Manual. In fact, there are several operations memoranda which if operationalized would serve to improve the social climates. For example on the Practical Orientation subscale five of

the ten items concern planning for the future and working toward specified goals. Operations memorandum OP-030102, which describes the Unit Management structure, specifies that each inmate within a unit will have a program plan developed by the unit manager with "assistance from the Coordinator of Classification and the unit staff" (OP-030102, p. 2). This does not imply that the program plan is developed at the Reception and Assessment Center and follows the inmate through the system unchecked; instead, OP-030102 indicates that a program plan is developed for each inmate at each facility by the facility staff. The inmate then works toward the goals specified by the plan while at that facility. Results on the Practical Orientation subscale strongly suggested that OP-030102 has not been implemented at the institutional level.

One has to question the extent to which operations memoranda are followed at the facilities. The above example for the Practical Orientation subscale is but one of several that could have been presented. Note that throughout the recommendations which follow, reference will be made to existing memoranda to illustrate that, at least on paper, the procedures are already available to implement changes conducive to positive improvements in the social climate of various facilities. It is not the mechanism which has been lacking, but rather, the investment of energy to implement, monitor and maintain existing procedures.

Recommendations

While goals and objectives are currently being developed by the department's administration, their present absence makes it difficult to evaluate any incarceration process. That is, without knowledge of what is desired it is difficult to state whether a facility and its processes are accomplishing what is expected. Due to the lack of measurable goals and objectives for each facility, recommendations specific to a facility will not be made. Instead, all recommendations will be for the general system and based on the supposition that the Oklahoma Department of Corrections desires to accomplish more than controlling inmates through the use of warehouse-type holding tanks, operating independently with a lack of coordinated effort.

The first four recommendations are an outgrowth of the experiences acquired during the course of this study. The remaining proposals directly relate to the CIES findings and are means by which the social climate of the department's facilities may be improved.

1. The Oklahoma Department of Corrections should develop a general statement of purposes which specifies the desired end product of incarceration.

It is only natural that the first recommendation relates to the evasive goals and purposes discussed previously. The results of this study strongly argue for continuation of efforts currently underway to develop and implement a general statement of purpose for the Department which specifies the desired end product of incarceration. In addition to this general statement, each facility and program should have stated purposes, which complement the overall purpose, and measurable goals and objectives which aid in meeting these purposes.

It is important that all employees acknowledge this overall purpose and conduct their job responsibilities in a manner which is complementary to this purpose. To further aid in this attempt to establish a unified direction, each facility's programs should develop goals and objectives which operationalize their role in the overall purpose. By insuring that these goals and objectives are measurable, administrators and employees can determine in a systematic manner if incarceration processes are producing the desired results, and in so doing, further enhance the effectiveness of each facility's efforts.

2. Monthly reporting systems should be refined to assist in the evaluation and monitoring of incarceration activities and aid in decision-making.

The second recommendation concerns the need to monitor and evaluate activities to determine if facilities and programs are accomplishing their purposes in an efficient and effective manner. In order to make these determinations, it is first necessary that accurate information concerning activities is available. Therefore, it is recommended that a reporting system be established for monitoring program and facility activities.

With the development of facility and program goals, it would be very beneficial to have a feed back mechanism available for monitoring the delivery of services. This type of information would increase the ability

of administrators to develop programs which meet the needs of the inmate population and provide services on a more cost effective basis. Monthly feedback would indicate the extent of utilization by inmates and provide indicators for staff size, staff training needs, and input for other decision areas.

At present certain types of information are maintained and presented monthly. Within the Community Treatment Program, a monthly reporting system has been in effect since July, 1977. These data are summarized in a monthly report which presents information on population movements, disciplinary actions, earnings, and program activities at each center. While further monitoring mechanisms are most likely unnecessary within the Community Treatment Program, their present system should be constantly reviewed to insure that information is collected as desired.

The institutions provide data for a monthly Board of Corrections report, which consists of the racial characteristics of the inmate population, movement information, escapes, rule violations (number of major and minor), and duty assignments. Information on certain program activities are submitted to particular administrators, but the information on activities are not standardized systemwide nor is there any format for exchange of information between areas. A refined, systematic monthly report which includes program information should be provided as a tool for assessment of program implementation, maintenance, and efficiency.

If the recommended monitoring system were established, the basic information needed to tie outcome measures of services with stated facility and program goals would be available. Evaluation efforts are necessary to provide a mechanism for this tie and to improve the accuracy and adequacy of information available to department administrators concerning incarceration practices. This information can then assist in more systematic decision-making about programs, procedures, and policies. Administrators should seek, encourage, and support these types of evaluation efforts of facilities and program processes.

3. Classification committees should incorporate social climate information into the decision-making process.

Statistical analyses in the present study indicate that individual

social climates were not related to background variables of the populations. However, evidence was found which suggested, that across social climates, population characteristics may contribute to the perceived level of the various social climate dimensions. The implication is that classification criteria utilized for decision-making may have a considerable influence on the social climate of a facility. It was found that inmate perceptions at facilities housing younger offenders with fewer prior incarcerations and less movement within the prison system resulted in higher social climate subscale scores than those scores for facilities housing more mature offenders. Concurrent with the more positive perceptions of social climates by young offenders were greater perceived levels of participation in educational and vocational programs. It would appear then that placement of groups of offenders relative to types of programs available may contribute to the nature of the social climate of facilities.

Additionally, consideration of the social climate in placement of inmates at facilities may have strong implications for the individual's growth or change. For example, if an inmate was assessed as medium security and as potentially benefiting from an environment which provided support, skill training, and assistance with personal problems, then assignment to LCC would provide the greatest potential for assisting the individual. If the same inmate were assessed as minimum security then placement at OCC would address the skills training. However, the environment would not address personal problem confrontation as well as the environment at MCC. It is recommended, then, that once the security level is determined, classification committees should carefully consider the needs of the inmate and the environment of facilities within that security level. At a minimum, the decision-making process within all classification committees should be further examined to determine the extent to which social climates of facilities are considered during committee meetings.

4. Each facility should examine the initial orientation process provided new inmates to insure that inmates understand the rules, processes, and procedures which impact their lives at the facility.

Item responses on the Support and Clarity subscales (particularly items 20 and 26) have suggested that deficiencies exist in the facility

orientation process. Procedures for inmate orientation are specified in OP-060209 and the orientation process is to occur within seven working days after the inmate's arrival. Monitoring of compliance is needed, and if compliance is occurring then it may be necessary to revise OP-060209.

5. The facilities should consider caseload meetings as a means of keeping inmates informed of changes in rules, procedures, processes, and criteria.

According to OP-060209 inmates are to be kept informed of any changes which occur at a facility through written statements from the Case Management staff. Given the low Clarity subscale scores for the institutions, it appears that OP-060209 is either not followed or the procedure is not successful in its purpose. Caseload meetings would provide the case managers a forum in which to present changes; in this manner a group of inmates can be informed thus insuring that changes are clear and the purposes for changes are understood. These group meetings should assist in the development of interrelationships, provide an outlet for expressiveness to occur in a productive manner, and serve as an information source. Caseload meetings would reduce the need for discussions of general information (available programs, changes in policy and procedures, etc.) to occur within one-on-one counseling sessions thereby allowing greater case manager flexibility. While institutions with large caseloads may require two or three such meetings, the potential benefits to be derived from this process more than offset the problems.

6. Case Managers need to post and maintain office schedules.

OP-090401 specifies that case managers will establish routine office hours which are posted in assigned housing units. Furthermore, no less than five hours per week will be allocated to counseling duties. Examination of item responses on the Support and Clarity subscales has suggested that such routine office hours have not been established (items 65 and 70) at the institutions. The simple establishment and maintenance of office hours would contribute to increased levels on the Support and Clarity dimensions to counter-act the prominence of the Expressiveness dimension at several institutions.

7. Facilities should examine the possibility of implementing Inmate Advisory Councils.

Procedures are provided in OP-030102 for the establishment of Inmate Advisory Councils at facilities. Such councils would provide inmates an opportunity to become more involved in the facility through input and action. Establishment of the councils would be expected to increase positive perceptions on both the Involvement (items 28, 37, 55, and 73) and Autonomy (items 4, 22, 31, and 67) subscales, which would serve to reduce the potential dangers accompanying the Expressiveness subscale. Additionally those councils, like caseload meetings, would serve as a beneficial source of communication.

8. The Department of Corrections should consider implementing the Positive Reinforcement Program as a pilot study at Joseph Harp Correctional Center.

Currently an incarceration plan is developed at the Assessment and Reception Center which follows inmates as they move through the system. This plan identifies needs, recommends programs, and specifies movement through security levels. As a general guide for inmates and for facility staff the incarceration plan is a highly useful instrument. However, it does not serve as a structured means by which inmates may work toward overcoming behavioral problems which contributed to incarceration.

As mentioned in the Results chapter (p. 54) the Positive Reinforcement Program (PRP) utilized by community treatment centers provides a framework for inmates to work on behavioral and emotional problems through contracting for privileges. Achievement of stated goals is monitored and the inmate receives immediate feedback on accomplishments. In this manner inmates are actively involved in the plan, are taught a means of working on problems, and receive encouragement and support in their efforts. These processes should impact the perceived level of the Involvement, Support, Practical Orientation, and Personal Problem Orientation dimensions. Additionally, the structure provided by program planning should also have positive effects on the Order/Organization and clarity dimensions.

The major advantage of using the reinforcement program implemented by the Community Treatment Program staff is that a considerable amount of developmental process has been completed. Training materials, monitoring forms, and field memoranda have been developed and are currently in use at

the centers. Additional training may be necessary for casemanagers and corrections officers, but the basic groundwork for training has been completed; experienced staff for training sessions are readily available at both the administrative and field levels.

If implementation of PRP is attractive to the administrators of the Division of Institutions, then it is recommended that a pilot program be established. A prime opportunity for a pilot testing exists at JHCC, which offers three advantages for a pilot testing: (1) a level system for inmate assignments within the facility is being developed, so that the addition of program plans would assist in establishing the level system; (2) the facility is easily accessible to community treatment centers and administrative staff in Oklahoma City; and (3) as a medium security institution the results would be applicable to minimum security facilities and be somewhat generalizable to the maximum security institution.

9. The Department of Corrections should review the responsibilities and duties delegated to the Case Manager position.

As the case manager position is described in OP-030103 and OP-90401, it appears that the primary responsibilities involve information collection and record keeping. Additional duty assignments are made by administrators at the facilities. The question arises as to whether or not case managers have adequate time available to work with their caseloads. A review of the assigned tasks may reveal responsibilities which might be better placed on other staff members. The Community Treatment Program administrators, through the monitoring system established at the centers, found that case manager time was monopolized by inmate budget problems. Responsibilities for budget preparation were shifted and case managers were provided more time for their caseloads. A similar examination of responsibilities for institutional case managers is needed, particularly if Recommendations 7 and 8 are accepted.

10. The Department of Corrections should carefully reconsider the decision to expand the population of the Lawton, Enid and Muskogee community treatment centers.

As noted in the section on past and present CIES results for the community treatment centers, increased populations at the Enid and Muskogee centers have been accompanied by declines on social climate dimensions. Also past population increases were followed by disruptive events. For

example, in August, 1977, the in-center count at Enid reached a high of 46. This increased population was accompanied by 11 jailings and seven escapes. The situation created by the increased capacity to 57 inmates at Lawton, Enid, and Muskogee may present control problems that result simply from the conditions established by the department's action, rather than weaknesses in the centers organization. The increments in capacity have not been accompanied by increased staff or living space. It is strongly recommended that the situation at these three centers be closely monitored to avoid potentially dangerous outbreaks of violence among the inmates.

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APPENDIX A
SIGNIFICANT DIFFERENCE ON SOCIAL CLIMATE
DIMENSIONS BETWEEN AND WITHIN
SECURITY LEVELS

Tables in Appendix A illustrates differences found between institutional security levels social climate (Table A-1) and within security levels social climates (Table A-2) which were large enough to be termed as significant differences. The community security level was not included in Table A-1 as this level was significantly higher than the other three security levels on seven of the nine dimensions therefore suffice it to say the the social climate of the community - security level was significantly different from the other security levels.

The tables in this appendix are to be read as follows: If a facility or security level appears in a column and row, then this facility or security level's subscale score was found to be significantly larger than the facility's score heading the column for the subscale which corresponds with the row on which the facility or level appears. For example, on Table A-1, Medium appears in the column headed Maximum and the row listed as involvement. This is interpreted to be that the Medium Security Level's Involvement Subscale score was significantly larger than Maximum Security's Involvement subscale score.

Table A-1
 Significant Differences Found on
 Social Climate Dimensions
 Between Institutional Security Levels

<u>Subscales</u>	<u>Maximum</u>	<u>Medium</u>	<u>Minimum</u>
Involvement	Medium		
Support			
Expressiveness		Maximum	
Autonomy			
Practical Orientation	Minimum		
Personal Problem Orientation			
Order/Organization	Medium		Medium
Clarity			
Staff Control			

APPENDIX B

CORRECTIONAL INSTITUTIONS ENVIRONMENT

SCALE (CIES):

CATEGORY AND SUBSCALE DESCRIPTIONS

CATEGORY DESCRIPTIONS

RELATIONSHIP DIMENSIONS - (Involvement, Support and Expressiveness subscales) which concern the extent to which inmates become involved in the unit, are supported by staff and other inmates, and feel free to express themselves with relationship on the unit.

TREATMENT DIMENSIONS - (Autonomy, Practical Orientation, and Personal Problem Orientation subscales) address independence and responsibility for actions, the extent to which inmates are prepared for release to the streets. and the extent to which inmates learn to deal with personal problems.

SYSTEM MAINTENANCE DIMENSIONS - (Order and Organization, Clarity, and Staff Control Subscales) relates to keeping the facility functioning in orderly, clear and coherent fashion.

SUBSCALE DESCRIPTIONS

RELATIONSHIP DIMENSIONS

- Involvement: Measures how active and energetic residents are in the day to day functioning of the program (i.e., interacting with other residents, doing things on their own initiative, and developing pride and group spirit in the program).
- Support: Measures the extent to which residents are encouraged to be helpful and supportive toward other residents, and how supportive the staff is toward residents.

Expressiveness: Measures the extent to which the program encourages the open expression of feelings (including angry feelings) by residents and staff.

TREATMENT DIMENSIONS

Autonomy: Assesses the extent to which residents are encouraged to take initiative in planning activities and take leadership in the unit.

Practical Orientation: Assesses the extent to which the resident's environment orients him toward preparing himself for release from the program: training for new kinds of jobs, looking to the future, and setting and working toward goals are among the factors considered.

Personal Problem Orientation: Measures the extent to which residents are encouraged to be concerned with their personal problems and feelings and to seek to understand them.

SYSTEM MAINTENANCE DIMENSIONS

Order and Organization: Measures how important order and organization are in the program, in terms of residents (how they look), staff (what they do to encourage order), and the facility itself (how well it is kept).

Clarity: Measures the extent to which the resident knows what to expect in the day-to-day routine of his program and how explicit the program rules and procedures are.

Staff Control: Assesses the extent to which the staff use regulations to keep residents under necessary controls (i.e., in the formulation of rules, the scheduling of activities, and in the relationships between residents and staff)

NOTE: From "Correctional Institutions Environment Scale" by Rudolf H. Moos, 1974, 3. Copyright 1977 by Consulting Psychologists Press, Inc.

APPENDIX C

CHARACTERISTICS OF CIES RESPONDENTS

Table C-1: Male Institutions

Table C-2: Male Community Treatment Centers

Table C-3: Female Facilities and Special Programs

Table C-1 (a)

Race, Age, Education and Number of Incarcerations*
For Male Institutional CIES Respondents

	OSP (Inside)	OSR	LCC	JHCC	SCC	MCC	OCC	Trusty	Total
RACE									
White	(150) 63.3	(126) 60.3	(121) 57.9	(135) 66.7	(88) 62.5	(83) 59.0	(79) 58.2	(63) 47.6	(845) 60.5
Black	28.0	29.4	27.3	23.0	27.3	24.1	27.8	34.9	27.4
Indian	4.7	9.5	14.0	5.2	10.2	14.5	12.7	9.5	9.6
Other	4.0	0.8	0.8	5.2	0.0	2.4	1.3	7.9	2.6
AGE									
15-19	(148) 2.7	(127) 17.3	(121) 9.9	(135) 6.7	(87) 0.0	(83) 2.4	(79) 10.1	(63) 1.6	(843) 6.9
20-24	15.5	54.3	37.1	26.7	10.3	31.3	46.8	14.3	30.1
25-29	27.0	18.1	24.0	21.5	32.2	26.5	30.4	22.2	24.8
30-34	25.7	5.5	14.9	19.3	29.9	8.4	6.3	17.5	16.4
35-39	14.2	1.6	5.8	7.4	13.8	10.8	3.8	17.5	8.9
40 or Over	14.9	3.2	8.3	18.5	13.8	20.5	2.5	27.0	12.9
Median Age	30.4	22.5	25.1	28.4	30.7	27.6	23.8	32.9	27.1
EDUCATION LEVEL									
Less than H.S.	(150) 42.0	(127) 48.8	(121) 46.3	(135) 43.0	(88) 35.2	(83) 43.4	(79) 45.6	(62) 35.5	(845) 43.1
H.S. Or GED	38.7	33.9	36.4	35.6	46.6	37.3	40.5	46.8	38.6
Some College	12.0	15.7	14.9	16.3	10.2	14.5	8.9	16.1	13.7
College Diploma	3.3	1.6	1.6	2.2	4.6	2.4	2.5	1.6	2.5
Graduate School	4.0	0.0	0.8	3.0	3.4	2.4	2.5	0.0	2.1
NUMBER OF INCARCERATIONS*									
1	(151) 37.1	(126) 69.0	(121) 67.8	(135) 54.8	(89) 35.9	(82) 41.5	(79) 70.9	(61) 39.3	(844) 52.7
2	28.5	20.6	22.3	20.0	32.6	23.2	16.5	24.6	23.6
3	17.9	4.0	5.8	11.1	18.0	18.3	5.1	11.5	11.4
4	9.9	5.6	3.3	5.2	9.0	8.5	2.5	11.5	6.8
5-9	6.6	0.8	0.8	8.2	4.5	8.5	2.5	13.1	5.2
10	0.0	0.0	0.0	0.7	0.0	0.0	2.5	0.0	.4

* includes present incarceration

NOTE: The number in parenthesis represents total responding while other numbers represent percent of the total. Columns may not total 100 percent due to rounding error.

Table C-1 (b)

Characteristics of Incarceration for
Institutional CIES Respondents

	OSP INSIDE	OSR	LCC	JHCC	SCC	MCC	OCC	TRUSTY	TOTAL
MONTHS IN PRESENT LIVING UNIT									
	(151)	(126)	(121)	(135)	(88)	(83)	(79)	(62)	(845)
0-2	25.8	19.8	55.4	69.6	26.1	41.0	36.7	40.3	39.8
3-6	19.2	27.8	30.6	22.2	29.5	36.1	51.9	24.2	28.8
7-12	17.2	19.8	8.2	7.4	20.5	12.1	8.9	8.1	13.1
13 or over	37.8	32.5	5.8	.7	23.9	10.8	2.5	27.4	18.3
NUMBER OF VISITORS PER MONTH									
	(150)	(127)	(121)	(135)	(89)	(83)	(79)	(61)	(845)
None	48.7	59.8	43.0	40.7	46.1	43.4	44.3	49.2	47
1-3	40.0	23.6	35.5	39.3	40.4	39.8	31.6	34.4	35.6
4-6	9.3	11.0	15.7	14.8	9.0	12.0	22.8	8.2	12.8
7 or over	2.0	5.5	5.8	5.2	4.5	4.8	1.3	8.2	4.5
NUMBER OF INSTITUTIONS/CTC's									
	(149)	(126)	(121)	N/A	(88)	(83)	(79)	(62)	(708)
1	69.8	60.3	66.9	N/A	52.3	43.4	57.0	45.2	58.8
2	14.8	29.4	22.3	N/A	31.8	25.3	26.6	29.0	24.6
3	12.8	6.3	5.0	N/A	12.5	19.2	7.6	17.7	10.9
4	2.7	4.0	5.8	N/A	3.4	12.1	8.9	8.1	5.8
PROGRAM PARTICIPATION*									
	(151)	(131)	N/A	(135)	(89)	(83)	(79)	(63)	(731)
None	82.1	58.8	N/A	58.5	59.6	63.9	24.1	73.0	61.7
Substance Abuse	0.0	.8	N/A	17.8	7.9	20.5	7.6	1.6	7.7
Other Group									
Therapy	4.6	8.4	N/A	9.6	5.6	6.0	8.9	6.4	7.1
GED/ABE	6.0	12.2	N/A	12.6	12.4	10.8	12.7	3.2	10.1
Talk Back TV	0.0	6.9	N/A	1.5	11.2	1.2	1.3	0.0	3.2
Vo-Tech	6.0	15.3	N/A	3.7	3.4	0.0	55.7	14.3	12.3

*may total more or less than 100% since an inmate may be participating in more than one program - percentages based on sample size of facility which is the number in the parenthesis.

NOTE: The number in parenthesis represents total responding while other numbers represent percent of the total. Columns may not total 100 percent due to rounding error.

CONTINUED

1 OF 2

Race, Age and Education for
Male CTC Respondents

	OCTC	TCTC	KB	HMM	McCTC	MCTC	LCTC	ECTC	TOTAL
RACE									
	(79)	(39)	(71)	(62)	(33)	(46)	(45)	(34)	(409)
White	68.4	58.9	69.0	79.0	51.5	60.9	53.3	73.5	65.8
Black	24.0	35.9	23.9	6.4	30.3	28.3	40.0	17.6	24.7
Indian	5.1	2.6	5.6	8.1	15.2	10.9	4.4	8.8	7.1
Other	2.5	2.6	1.4	6.4	3.0	0.0	2.2	0.0	2.4
AGE									
	(78)	(40)	(72)	(62)	(33)	(46)	(45)	(34)	(410)
15-19	3.8	5.0	9.7	16.1	30.0	6.5	0.0	0.0	6.3
20-24	18.0	35.0	40.3	40.3	24.2	23.0	35.6	11.8	29.5
25-29	25.6	30.0	27.8	22.6	21.2	26.1	28.9	41.2	27.3
30-34	25.6	10.0	4.2	6.5	27.3	19.6	15.6	5.9	14.1
35-39	9.0	10.0	9.7	9.7	9.1	15.2	4.4	11.8	9.8
40 +	18.0	10.0	8.3	4.8	15.2	8.7	15.6	29.4	12.9
Median Age	30.0	26.2	24.5	23.7	29.8	28.3	27.0	29.1	27.3
EDUCATION LEVEL									
	(79)	(41)	(71)	(61)	(33)	(46)	(45)	(34)	(410)
Less than 12 yrs	26.6	41.5	31.0	49.2	30.3	21.7	46.7	32.4	34.6
12 yrs. or GED	46.8	39.0	49.3	19.7	48.5	50.0	31.1	64.7	42.7
Less than 16yrs	24.0	17.1	14.1	19.7	12.1	17.4	13.3	0.0	16.1
16 yrs.	1.3	0.0	4.2	3.2	6.1	10.9	6.7	2.9	4.1
More than 16yrs	1.3	2.4	1.4	8.2	3.0	0.0	2.2	0.0	2.4

NOTE: The number in parenthesis represents total responding while other numbers represent percent of the total. Columns may not total 100 percent due to rounding error.

Table C-2 (b)

Characteristics of Incarceration for
Male CTC CIES Respondents

	OCTC	TCTC	KB	HMM	McCTC	MCTC	LCTC	ECTC	TOTAL
PROGRAM PARTICIPATION*									
	(80)	(43)	(72)	(64)	(33)	(46)	(45)	(34)	(417)
None	25.0	27.9	27.8	25.0	48.5	30.4	35.6	29.4	29.7
Vo-Tech	1.3	7.0	2.8	1.6	9.1	6.5	0.0	5.9	3.6
Center SA	46.3	44.2	16.7	39.1	9.1	19.6	46.7	2.9	30.5
GRP. Ther	30.0	16.3	23.6	48.4	27.3	28.3	28.9	35.3	30.2
GED/ABE	3.8	7.0	19.4	12.5	0.0	6.5	2.2	0.0	7.7
Com. Ther.	10.0	4.7	11.1	7.8	9.1	13.0	8.9	26.5	10.8
PRP LEVELS									
	(73)	(37)	(70)	(58)	(30)	(45)	(45)	(34)	(392)
1	6.8	0.0	14.3	13.8	3.3	6.7	2.2	0.0	7.14
2	20.5	8.1	11.4	6.9	30.0	17.8	4.4	14.7	13.8
3	39.7	51.4	41.4	31.0	40.0	24.4	26.7	11.8	34.2
4	32.9	37.8	22.9	37.9	26.7	35.6	60.0	73.5	38.8
5	0.0	2.7	10.0	10.3	0.0	15.6	6.7	0.0	6.1
NUMBER OF INSTITUTIONS									
	(75)	(39)	(72)	(60)	(32)	(46)	(45)	(34)	(403)
None	8.0	12.8	66.7	73.3	18.8	8.7	8.9	0.0	29.0
1	34.7	33.3	20.8	15.0	15.6	28.3	53.3	35.3	29.0
2	21.3	28.2	8.3	3.3	18.8	32.6	22.2	14.7	17.6
3	36.0	25.6	4.2	8.3	46.8	30.4	15.6	50.0	24.3
NUMBER OF INCARCERATIONS**									
	(75)	(41)	(72)	(59)	(33)	(46)	(45)	(34)	(405)
1	41.3	61.0	97.2	91.5	33.3	56.5	53.3	50.0	63.7
2	40.0	17.1	1.4	5.1	21.2	13.0	17.8	11.8	16.3
3	10.7	14.6	0.0	3.4	24.2	15.2	17.8	11.8	10.6
4	4.0	4.9	0.0	0.0	9.1	8.7	4.4	0.0	3.5
5-9	2.7	0.0	1.4	0.0	9.1	4.3	6.7	0.0	2.7
10+	1.3	2.4	0.0	0.0	3.0	2.2	0.0	26.5	3.2

*percentages may total more than 100 percent since an inmate may be in more than one program

**includes present incarceration

NOTE: The number in parenthesis represents total responding while other numbers represent percent of the total. Columns may not total 100 percent due to rounding error.

Race, Age, Education and Number of Incarcerations
for Female Facilities and Special Program
CIES Respondents

	CW	HMW	OSP WOMEN	MBCC	PROT.	JHCC SPECIAL	RSAP
RACE							
	(41)	(18)	(18)	(28)	(31)	(29)	(23)
White	61.0	44.4	77.8	57.1	64.5	93.1	60.9
Black	24.4	55.6	11.1	39.3	22.6	3.4	0.0
Indian	12.2	0.0	5.6	3.6	12.9	3.4	21.7
Other	2.4	0.0	5.6	0.0	0.0	0.0	17.4
AGE							
	(41)	(18)	(18)	(28)	(30)	(29)	(23)
15-19	4.9	0.0	5.6	0.0	0.0	10.3	4.3
20-24	26.8	27.7	38.9	42.9	20.0	41.4	21.7
25-29	24.4	55.5	27.8	14.3	36.7	31.0	21.7
30-34	19.5	5.5	11.1	28.6	23.3	10.3	13.0
35-39	12.2	0.0	0.0	3.6	16.7	3.4	13.0
40 or over	12.2	11.1	16.7	10.7	3.3	3.4	26.1
Median Age	28.3	26.5	25.5	25.3	28.6	24.3	30.3
EDUCATION LEVEL							
	(41)	(18)	(17)	(28)	(31)	(29)	(11)
Less than H.S.	34.1	33.3	11.8	28.6	41.9	51.7	36.4
H.S. or GED	56.1	44.4	64.7	53.6	32.3	27.6	54.5
Some College	7.3	16.7	23.5	10.7	19.4	20.7	9.1
College Diploma	2.4	5.6	0.0	7.1	3.2	0.0	0.0
Grad. School	0.0	0.0	0.0	0.0	3.2	0.0	0.0
NUMBER OF INCARCERATIONS*							
	(41)	(17)	(17)	(28)	(31)	(29)	(12)
1	80.5	64.7	76.5	82.1	32.3	72.4	16.7
2	7.3	29.4	17.6	17.9	25.8	20.7	25.0
3	2.4	0.0	5.9	0.0	29.0	3.4	33.3
4	7.3	5.9	0.0	0.0	9.7	3.4	8.3
5-9	0.0	0.0	0.0	0.0	3.2	0.0	16.7
10	2.4	0.0	0.0	0.0	0.0	0.0	0.0

* Includes present incarceration.

NOTE: The number in parenthesis represents total responding while other numbers represent percent of the total. Columns may not total 100 percent due to rounding error.

Table C-3 (b)

Characteristics of Incarceration for Female Facilities
and Special Program CIES Respondents

	CW	HMW	OSP WOMEN	MBCC	Prot.	JHCC Special	RSAP
MONTHS IN PRESENT LIVING UNIT							
	NA	NA	(17)	(28)	(31)	(29)	NA
0-2	NA	NA	5.9	28.6	16.1	51.7	NA
3-6	NA	NA	41.2	21.4	32.3	31.0	NA
7-12	NA	NA	5.9	39.3	25.8	17.2	NA
12 or over	NA	NA	47.0	10.7	25.8	0.0	NA
NUMBER OF VISITORS PER MONTH							
	NA	NA	(18)	(28)	(31)	(29)	NA
None	NA	NA	55.6	21.4	54.8	48.3	NA
1-3	NA	NA	38.9	28.6	35.5	41.4	NA
4-6	NA	NA	5.6	39.3	6.5	6.9	NA
6 or over	NA	NA	0.0	10.7	3.2	3.4	NA
PROGRAM PARTICIPATION*							
	(41)	(19)	(17)	(42)	(30)	NA	NA
None	10.5	22.0	58.8	35.6	80.8	NA	NA
Substance Abuse	47.4	48.8	23.5	32.1	3.3	NA	NA
Other Group Therapy	31.6	46.3	17.7	17.9	16.7	NA	NA
GED/ABE	10.5	7.3	0.0	17.9	0.0	NA	NA
Talk Back TV			0.0	10.7	0.0	NA	NA
VO-Tech	5.3	12.2	0.0	35.6	0.0	NA	NA

* Percentages may total more than 100 percent since an inmate may be in more than one program.

NOTE: The number in parenthesis represents total responding while other numbers represent percent of the total. Columns may not total 100 percent due to rounding error.

APPENDIX D
CIES SUBSCALE ITEMS AND
ITEM RESPONSES FOR EACH FACILITY

Table D-1: Male Institutions

Table D-2: Male Community Treatment Centers

Table D-3: Female and Special Programs

RELATIONSHIP DIMENSIONS
SUBSCALE ITEMS

Item Number	Desired Direction	Item
<u>Involvement Subscale</u>		
1	T	The residents are proud of this unit.
10	T	Residents here really try to improve and get better.
19	T	Residents on this unit care about each other.
28	F	There is very little group spirit on this unit.
37	T	Residents put a lot of energy into what they do around here.
46	F	The unit has very few social activities.
55	F	Very few things around here ever get people excited.
64	T	Discussions are pretty interesting on this unit.
73	F	Residents don't do anything around here unless the staff ask them to
82	T	This is a friendly unit.
<u>Support Subscale</u>		
2	F	Staff have very little time to encourage residents.
11	T	Staff are interested in following up residents once they leave.
20	T	The staff help new residents get acquainted on the unit.
29	T	The more mature residents on this unit help take care of the less mature ones.
38	F	Residents rarely help each other.
47	T	Staff go out of their way to help residents.
56	T	Staff are involved in resident activities.
65	F	Counselors have very little time to encourage residents.
74	T	Staff encourage group activities among residents.
83	T	The staff know what the residents want.
<u>Expressiveness Subscale</u>		
3	T	Residents are encouraged to show their feelings.
12	F	Residents tend to hide their feelings from the staff.
21	T	Staff and residents say how they feel about each other.
30	T	People say what they really think around here.
39	T	Residents say anything they want to the counselors.
48	F	Residents are careful about what they say when staff are around.
57	F	When residents disagree with each other, they keep it to themselves.
66	F	It is hard to tell how residents are feeling on this unit.
75	T	On this unit staff think it is a healthy thing to argue.
84	(filler item)	Residents on this unit rarely argue.

Table D-1
 Percentage of Responses in the Scored
 Direction for Male Institutions

Item Number	Relationship Dimensions								1979 Total
	OSP	OSR	JHCC	LCC	SCC	Trusty	MCC	OCC	
Involvement									
1	5	11	14	30	26	14	25	4	16
10	40	47	59	74	38	32	43	60	50
19	27	24	27	53	30	17	40	30	31
28	11	27	16	36	11	22	27	14	20
37	46	37	40	57	37	41	41	48	44
46	11	16	19	18	13	16	22	23	17
55	26	31	31	31	17	22	23	29	27
64	17	32	22	31	23	25	30	24	25
73	54	55	62	57	40	35	58	56	53
82	28	29	50	47	56	30	51	30	49
Support Subscale									
2	34	30	30	35	19	27	29	28	30
11	5	19	8	15	7	8	11	15	11
20	6	15	13	21	2	8	10	10	11
29	26	37	33	41	30	19	30	40	33
38	46	53	47	57	41	46	47	49	49
47	6	12	13	13	3	8	7	5	9
56	8	18	13	23	11	16	19	11	15
65	15	27	16	28	17	24	14	20	20
74	11	20	8	23	10	13	20	9	14
83	22	31	24	23	21	11	19	26	23
Expressiveness Subscale									
3	10	18	5	17	4	19	16	4	12
12	17	26	26	31	13	25	22	21	23
21	17	31	20	19	13	16	17	16	19
30	29	36	35	42	30	35	31	40	35
39	24	22	24	30	16	38	23	24	25
48	10	23	11	17	2	13	12	9	13
57	36	50	40	41	38	46	34	39	40
66	40	31	32	36	22	19	41	33	33
75	21	24	19	18	16	11	20	23	20
84	Filler Item								

TREATMENT DIMENSIONS
SUBSCALE ITEMS

Item Number	Desired Direction	Item
<u>Autonomy Subscale</u>		
4	T	The staff act on resident's suggestions.
13	T	Residents are expected to take leadership on the unit.
22	F	The staff give residents very little responsibility.
31	T	Residents have a say about what goes on here.
40	F	The staff discourage criticism.
49	T	Staff encourage residents to start their own activities.
58	F	Staff rarely give in to resident pressure.
67	T	Residents here are encouraged to be independent.
76	F	There is no resident government on this unit.
85	(filler item)	Residents are encouraged to make their own decisions.
<u>Practical Orientation Subscale</u>		
5	F	There is very little emphasis on making plans for getting out of here.
14	T	Residents are encouraged to plan for the future.
23	T	Residents are encouraged to learn new ways of doing things.
32	F	There is very little emphasis on what residents will be doing after they leave the unit.
41	F	Staff care more about how residents feel than about their practical problems.
50	T	This unit emphasizes training for new kinds of jobs.
59	T	Residents here are expected to work toward their goals.
68	T	New treatment approaches are often tried on this unit.
77	T	Residents must make plans before leaving the unit.
86	F	There is very little emphasis on making residents more practical.
<u>Personal Problem Orientation</u>		
6	T	Residents are expected to share their personal problems with other residents.
15	F	Residents rarely talk about their personal problems with other residents.
24	T	Personal problems are openly talked about.
33	T	Discussions on the unit emphasize understanding personal problems.
42	T	Staff are mainly interested in learning about residents' feelings.
51	F	Residents are rarely asked personal questions by the staff.
60	F	The staff discourage talking about sex.
69	T	Staff try to help residents understand themselves.
78	F	Residents hardly ever discuss their sexual lives.
87	(filler item)	Residents cannot openly discuss their personal problems here.

Table D-1 (cont'd.)

Treatment Dimensions

Item Number	OSP	OSR	JHCC	LCC	SCC	Trusty	MCC	OCC	1979 Total
Autonomy									
4	6	15	9	9	12	21	16	5	11
13	19	20	14	23	17	14	17	9	17
22	17	35	32	36	23	24	36	28	29
31	9	11	9	14	6	27	18	8	12
40	36	42	33	30	35	40	34	31	35
49	9	15	17	16	6	10	10	4	11
58	20	29	25	26	17	29	22	29	24
67	31	34	25	40	38	35	40	34	34
76	11	24	17	19	11	16	19	16	17
85	Filler Item								
Practical Orientation									
5	11	25	26	37	18	25	24	38	25
14	15	34	26	47	19	30	19	44	29
23	11	29	17	31	12	19	14	28	20
32	18	25	23	32	5	16	25	29	22
41	81	81	83	85	86	83	93	90	85
50	3	28	12	32	18	13	19	74	23
59	25	40	41	57	24	35	37	63	40
68	10	15	24	28	9	13	12	16	16
77	23	40	35	45	35	30	34	51	36
86	19	39	29	30	16	21	18	20	25
Personal Problem Orientation									
6	24	25	19	32	30	32	24	18	25
15	48	41	43	50	48	49	48	46	46
24	7	16	8	17	12	10	18	9	12
33	9	14	11	16	10	16	17	10	13
42	10	15	9	12	4	10	12	10	11
51	21	38	28	33	14	22	24	25	26
60	70	70	68	61	80	62	78	76	70
69	8	15	10	17	4	10	13	4	11
78	46	60	50	58	63	40	54	58	54
87	Filler Item								

SYSTEM MAINTENANCE DIMENSIONS
SUBSCALE ITEMS

Item Number	Desired Direction	Item
<u>Order/Organization Subscale</u>		
7	T	The staff make sure that the unit is always neat.
16	F	The day room is often messy.
25	F	The unit usually looks a little messy.
34	T	This is a very well organized unit.
43	F	Things are sometimes very disorganized around here.
52	F	Many residents look messy.
61	T	Residents' activities are carefully planned.
70	F	Counselors sometimes don't show up for their appointments with residents.
79	T	The staff set an example for neatness and orderliness.
88	T	Residents are rarely kept waiting when they have appointments with the staff.
<u>Clarity Subscale</u>		
8	F	Staff sometimes argue with each other.
17	T	If a resident's program is changed, someone on the staff always tells him why.
26	T	When residents first arrive on the unit, someone shows them around and explains how the unit operates.
35	F	Staff are always changing their minds here.
44	T	Staff tell residents when they're doing well.
53	T	If a resident breaks a rule, he knows what will happen to him.
62	F	Residents are always changing their minds here.
71	F	Residents never know when a counselor will ask to see them.
80	F	Residents never know when they will be transferred from this unit.
89	T	The residents know when counselors will be on the unit.
<u>Staff Control Subscale</u>		
9	T	Once a schedule is arranged for a resident, he must follow it.
18	F	Residents may criticize staff members to their faces.
27	T	Residents will be transferred from this unit if they don't obey the rules.
36	T	All decisions about the unit are made by the staff and not by the residents.
45	F	The staff very rarely punish residents by restricting them.
54	F	Staff don't order the residents around.
63	T	If one resident argues with another, he will get into trouble with the staff.
72	T	The unit staff regularly check up on the residents.
81	F	Residents can call staff by their first names.
90	(filler item)	The staff do not tolerate sexual behavior by residents.

System Maintenance Dimensions

Item Number	OSP	OSR	JHCC	LCC	SCC	Trusty	MCC	OCC	1979 Total
Order and Organization									
7	30	43	65	58	28	41	42	14	41
16	21	38	74	60	34	27	46	26	42
25	31	35	68	47	29	33	36	10	38
34	9	26	12	25	12	13	16	6	15
43	13	21	17	13	10	14	17	9	15
52	26	25	46	47	31	25	28	15	32
61	15	30	17	34	15	30	27	24	23
70	9	37	17	21	13	24	31	18	21
79	15	27	24	25	10	24	24	21	21
78	22	24	23	25	13	29	35	30	24
Clarity									
8	16	21	33	28	22	25	23	35	25
17	9	27	15	27	10	16	20	24	18
26	12	27	15	31	17	16	22	35	21
35	9	27	17	15	14	11	23	9	16
44	9	26	13	21	11	13	12	11	15
53	72	63	62	6	72	75	66	69	67
62	44	36	34	49	23	32	39	46	38
71	11	29	13	17	10	11	16	4	14
80	13	25	8	13	5	10	16	11	13
89	6	30	25	20	10	41	27	30	22
Staff Control									
9	61	67	68	76	61	73	69	84	69
18	84	79	87	79	91	75	77	85	83
27	70	68	83	81	87	84	80	89	79
36	87	79	89	85	97	87	78	93	87
45	87	80	72	79	81	70	66	89	79
54	91	88	86	81	95	76	80	93	87
63	48	45	57	64	65	51	69	78	58
72	38	51	60	50	41	41	47	54	48
81	48	47	51	55	47	38	46	54	49
90	Filler Item								

RELATIONSHIP DIMENSIONS
SUBSCALE ITEMS

Item Number	Desired Direction	Item
<u>Involvement Subscale</u>		
1	T	The residents are proud of this unit.
10	T	Residents here really try to improve and get better.
19	T	Residents on this unit care about each other.
28	F	There is very little group spirit on this unit.
37	T	Residents put a lot of energy into what they do around here.
46	F	The unit has very few social activities.
55	F	Very few things around here ever get people excited.
64	T	Discussions are pretty interesting on this unit.
73	F	Residents don't do anything around here unless the staff ask them to.
82	T	This is a friendly unit.
<u>Support Subscale</u>		
2	F	Staff have very little time to encourage residents.
11	T	Staff are interested in following up residents once they leave.
20	T	The staff help new residents get acquainted on the unit.
29	T	The more mature residents on this unit help take care of the less mature ones.
38	F	Residents rarely help each other.
47	T	Staff go out of their way to help residents.
56	T	Staff are involved in resident activities.
65	F	Counselors have very little time to encourage residents.
74	T	Staff encourage group activities among residents.
83	T	The staff know what the residents want.
<u>Expressiveness Subscale</u>		
3	T	Residents are encouraged to show their feelings.
12	F	Residents tend to hide their feelings from the staff.
21	T	Staff and residents say how they feel about each other.
30	T	People say what they really think around here.
39	T	Residents say anything they want to the counselors.
48	F	Residents are careful about what they say when staff are around.
57	F	When residents disagree with each other, they keep it to themselves.
66	F	It is hard to tell how residents are feeling on this unit.
75	T	On this unit staff think it is a healthy thing to argue.
84	(filler item)	Residents on this unit rarely argue.

Table D-2
 Percentage of Responses in the Scored
 Direction for Male CTC's

Item Number	Relationship Dimensions								1979 Total
	KB	HMM	OCTC	TCTC	McCTC	MCTC	LCTC	ECTC	
Involvement									
1	58	41	30	21	12	28	13	29	32
10	89	66	64	58	52	76	58	71	68
19	47	67	35	56	30	37	24	71	46
28	47	48	34	21	36	24	36	21	35
37	57	47	41	49	36	46	44	53	47
46	46	38	41	53	30	43	42	9	40
55	38	38	29	30	36	37	33	41	35
64	51	34	39	35	27	26	40	21	36
73	58	52	44	58	55	37	53	68	52
82	79	72	55	33	36	39	51	59	56
Support									
2	60	48	40	44	27	46	38	32	44
11	28	22	29	26	15	20	9	18	22
20	58	36	40	33	45	17	33	32	38
29	42	56	36	26	33	26	27	26	36
38	58	72	51	51	58	46	76	62	59
47	38	27	29	14	24	15	13	3	23
56	63	42	54	53	27	50	40	26	47
65	50	48	45	33	36	54	47	24	44
74	60	42	43	37	33	24	42	35	41
83	54	48	38	35	18	37	38	32	40
Expressiveness									
3	46	33	33	33	45	24	22	32	34
12	38	27	31	28	24	15	31	26	29
21	38	23	29	28	27	20	20	24	27
30	43	55	40	42	24	24	36	29	39
39	31	38	34	23	30	26	36	18	30
48	17	13	14	26	24	11	22	15	17
57	32	33	29	49	24	28	33	26	32
66	33	36	35	44	39	39	47	35	38
75	21	11	25	19	18	17	31	12	20
84	Filler Item								

TREATMENT DIMENSIONS
SUBSCALE ITEMS

Item Number	Desired Direction	Item
<u>Autonomy Subscale</u>		
4	T	The staff act on resident's suggestions.
13	T	Residents are expected to take leadership on the unit.
22	F	The staff give residents very little responsibility.
31	T	Residents have a say about what goes on here.
40	F	The staff discourage criticism.
49	T	Staff encourage residents to start their own activities.
58	F	Staff rarely give in to resident pressure.
67	T	Residents here are encouraged to be independent.
76	F	There is no resident government on this unit.
85	(filler item)	Residents are encouraged to make their own decisions.
<u>Practical Orientation Subscale</u>		
5	F	There is very little emphasis on making plans for getting out of here.
14	T	Residents are encouraged to plan for the future.
23	T	Residents are encouraged to learn new ways of doing things.
32	F	There is very little emphasis on what residents will be doing after they leave the unit.
41	F	Staff care more about how residents feel than about their practical problems.
50	T	This unit emphasizes training for new kinds of jobs.
59	T	Residents here are expected to work toward their goals.
68	T	New treatment approaches are often tried on this unit.
77	T	Residents must make plans before leaving the unit.
86	F	There is very little emphasis on making residents more practical.
<u>Personal Problem Orientation</u>		
6	T	Residents are expected to share their personal problems with other residents.
15	F	Residents rarely talk about their personal problems with other residents.
24	T	Personal problems are openly talked about.
33	T	Discussions on the unit emphasize understanding personal problems.
42	T	Staff are mainly interested in learning about residents' feelings.
51	F	Residents are rarely asked personal questions by the staff.
60	F	The staff discourage talking about sex.
69	T	Staff try to help residents understand themselves.
78	F	Residents hardly ever discuss their sexual lives.
87	(filler item)	Residents cannot openly discuss their personal problems here.

Treatment Dimensions

Item Number	KB	HMM	OCTC	TCTC	McCTC	MCTC	LCTC	ECTC	1979 Total
Autonomy									
4	35	28	14	26	15	15	18	9	21
13	36	39	26	30	24	15	20	26	28
22	65	48	51	44	52	39	36	53	50
31	33	27	18	40	6	13	24	18	23
40	39	27	48	33	42	37	36	41	38
49	58	34	35	40	21	22	29	15	35
58	31	25	25	28	30	11	40	21	26
67	71	50	55	56	48	48	47	44	54
76	28	39	20	33	33	28	24	18	28
85	Filler Item								
Practical Orientation									
5	71	55	63	47	55	57	51	35	56
14	82	73	61	63	48	52	67	53	65
23	65	53	48	40	30	33	40	32	46
32	56	52	40	35	45	22	44	47	43
41	53	73	73	65	73	63	71	88	69
50	47	28	21	28	24	11	33	18	28
59	81	77	79	72	70	67	64	68	74
68	51	33	48	33	39	28	38	29	39
77	78	69	75	60	52	37	33	56	61
86	57	42	36	30	45	39	44	38	42
Personal Problem Orientation									
6	36	39	24	30	27	30	16	29	29
15	56	58	45	53	36	46	62	62	52
24	40	39	28	30	24	15	20	35	30
33	56	39	40	40	30	17	24	35	37
42	42	31	21	23	18	13	22	18	25
51	43	36	41	47	61	43	44	53	44
60	61	58	50	47	58	54	78	68	58
69	65	42	56	40	27	22	29	29	43
78	38	53	44	30	45	30	51	47	42
87	Filler Item								

SYSTEM MAINTENANCE DIMENSIONS
SUBSCALE ITEMS

Item Number	Desired Direction	Item
<u>Order/Organization Subscale</u>		
7	T	The staff make sure that the unit is always neat.
16	F	The day room is often messy.
25	F	The unit usually looks a little messy.
34	T	This is a very well organized unit.
43	F	Things are sometimes very disorganized around here.
52	F	Many residents look messy.
61	T	Residents' activities are carefully planned.
70	F	Counselors sometimes don't show up for their appointments with residents
79	T	The staff set an example for neatness and orderliness.
88	T	Residents are rarely kept waiting when they have appointments with the staff.
<u>Clarity Subscale</u>		
8	F	Staff sometimes argue with each other.
17	T	If a resident's program is changed, someone on the staff always tells him why.
26	T	When residents first arrive on the unit, someone shows them around and explains how the unit operates.
35	F	Staff are always changing their minds here.
44	T	Staff tell residents when they're doing well.
53	T	If a resident breaks a rule, he knows what will happen to him.
62	F	Residents are always changing their minds here.
71	F	Residents never know when a counselor will ask to see them.
80	F	Residents never know when they will be transferred from this unit.
89	T	The residents know when counselors will be on the unit.
<u>Staff Control Subscale</u>		
9	T	Once a schedule is arranged for a resident, he must follow it.
18	F	Residents may criticize staff members to their faces.
27	T	Residents will be transferred from this unit if they don't obey the rules.
36	T	All decisions about the unit are made by the staff and not by the residents.
45	F	The staff very rarely punish residents by restricting them.
54	F	Staff don't order the residents around.
63	T	If one resident argues with another, he will get into trouble with the staff.
72	T	The unit staff regularly check up on the residents.
81	F	Residents can call staff by their first names.
90	(filler item)	The staff do not tolerate sexual behavior by residents.

System Maintenance Dimensions

Item Number	KB	HMM	OCTC	TCTC	McCTC	MCTC	LCTC	ECTC	1979 Total
Order and Organization									
7	86	89	74	86	73	87	60	82	80
16	68	58	58	77	42	80	71	65	65
25	85	70	65	63	45	70	71	71	69
34	58	34	41	30	18	26	31	15	35
43	36	33	29	21	21	24	42	18	29
52	49	44	53	63	48	48	62	76	54
61	61	52	51	51	36	39	40	29	47
70	44	55	28	49	36	67	36	24	42
79	67	41	48	49	42	35	49	41	48
88	39	36	38	60	30	39	38	29	39
Clarity									
8	64	63	56	37	30	24	40	35	47
17	69	63	48	51	36	39	38	44	51
26	74	47	56	67	55	37	62	41	56
35	49	38	44	40	24	20	38	26	37
44	54	52	33	35	42	22	38	47	41
53	71	61	73	58	45	54	58	65	63
62	46	41	38	42	52	43	56	53	45
71	22	31	26	37	21	13	36	29	27
80	39	44	40	44	52	43	38	26	41
89	67	69	70	70	52	54	51	59	63
Staff Control									
9	83	81	68	79	76	87	76	85	79
18	72	69	70	79	79	85	82	85	76
27	89	89	73	77	85	76	78	91	82
36	60	67	81	60	70	83	71	79	71
45	75	77	73	74	82	87	84	97	79
54	71	73	68	67	79	67	69	82	71
63	61	78	66	58	52	72	49	68	64
72	72	80	71	72	52	61	64	82	70
81	18	17	21	33	12	41	56	18	26
90	Filler Item								

RELATIONSHIP DIMENSIONS
SUBSCALE ITEMS

Item Number	Desired Direction	Item
<u>Involvement Subscale</u>		
1	T	The residents are proud of this unit.
10	T	Residents here really try to improve and get better.
19	T	Residents on this unit care about each other.
28	F	There is very little group spirit on this unit.
37	T	Residents put a lot of energy into what they do around here.
46	F	The unit has very few social activities.
55	F	Very few things around here ever get people excited.
64	T	Discussions are pretty interesting on this unit.
73	F	Residents don't do anything around here unless the staff ask them to.
82	T	This is a friendly unit.
<u>Support Subscale</u>		
2	F	Staff have very little time to encourage residents.
11	T	Staff are interested in following up residents once they leave.
20	T	The staff help new residents get acquainted on the unit.
29	T	The more mature residents on this unit help take care of the less mature ones.
38	F	Residents rarely help each other.
47	T	Staff go out of their way to help residents.
56	T	Staff are involved in resident activities.
65	F	Counselors have very little time to encourage residents.
74	T	Staff encourage group activities among residents.
83	T	The staff know what the residents want.
<u>Expressiveness Subscale</u>		
3	T	Residents are encouraged to show their feelings.
12	F	Residents tend to hide their feelings from the staff.
21	T	Staff and residents say how they feel about each other.
30	T	People say what they really think around here.
39	T	Residents say anything they want to the counselors.
48	F	Residents are careful about what they say when staff are around.
57	F	When residents disagree with each other, they keep it to themselves.
66	F	It is hard to tell how residents are feeling on this unit.
75	T	On this unit staff think it is a healthy thing to argue.
84	(filler item)	Residents on this unit rarely argue.

Table D-3
 Percentage of Responses in the Scored Direction
 for Female Facilities and Special Programs

Item Number	Relationship Dimensions					JHCC Special	RSAP
	CW	HMW	OSP Women	MBCC	Prot.		
			Involvement				
1	68	11	17	11	3	34	0
10	71	68	56	43	39	55	91
19	37	42	39	43	16	45	78
28	32	42	39	21	10	41	87
37	66	63	39	43	16	59	83
46	27	21	11	14	16	34	78
55	37	42	56	43	29	48	39
64	37	47	33	29	16	55	96
73	51	68	67	75	35	38	83
82	63	53	22	25	13	31	91
			Support				
2	24	32	28	18	23	52	91
11	12	16	0	14	10	41	65
20	32	42	11	18	3	48	96
29	56	53	28	50	16	41	52
38	63	47	61	64	13	31	91
47	12	21	6	18	0	38	96
56	59	42	11	46	6	41	78
65	41	21	22	29	16	41	74
74	32	47	0	11	3	55	91
83	34	16	22	21	19	24	61
			Expressiveness				
3	34	42	6	36	10	38	87
12	34	5	17	29	23	45	61
21	17	37	11	32	42	76	65
30	46	32	17	43	35	76	78
39	56	21	39	50	48	34	61
48	20	11	17	14	19	48	39
57	41	47	50	57	61	45	52
66	46	42	39	18	39	34	61
75	27	5	11	14	35	38	35
84	Filler Item						

TREATMENT DIMENSIONS
SUBSCALE ITEMS

Item Number	Desired Direction	Item
<u>Autonomy Subscale</u>		
4	T	The staff act on resident's suggestions.
13	T	Residents are expected to take leadership on the unit.
22	F	The staff give residents very little responsibility.
31	T	Residents have a say about what goes on here.
40	F	The staff discourage criticism.
49	T	Staff encourage residents to start their own activities.
58	F	Staff rarely give in to resident pressure.
67	T	Residents here are encouraged to be independent.
76	F	There is no resident government on this unit.
85	(filler item)	Residents are encouraged to make their own decisions.
<u>Practical Orientation Subscale</u>		
5	F	There is very little emphasis on making plans for getting out of here.
14	T	Residents are encouraged to plan for the future.
23	T	Residents are encouraged to learn new ways of doing things.
32	F	There is very little emphasis on what residents will be doing after they leave the unit.
41	F	Staff care more about how residents feel than about their practical problems.
50	T	This unit emphasizes training for new kinds of jobs.
59	T	Residents here are expected to work toward their goals.
68	T	New treatment approaches are often tried on this unit.
77	T	Residents must make plans before leaving the unit.
86	F	There is very little emphasis on making residents more practical.
<u>Personal Problem Orientation</u>		
6	T	Residents are expected to share their personal problems with other residents.
15	F	Residents rarely talk about their personal problems with other residents.
24	T	Personal problems are openly talked about.
33	T	Discussions on the unit emphasize understanding personal problems.
42	T	Staff are mainly interested in learning about residents' feelings.
51	F	Residents are rarely asked personal questions by the staff.
60	F	The staff discourage talking about sex.
69	T	Staff try to help residents understand themselves.
78	F	Residents hardly ever discuss their sexual lives.
87	(filler item)	Residents cannot openly discuss their personal problems here.

Table D-3 (cont'd.)

Treatment Dimensions

Item Number	CW	HMW	OSP		Prot.	JHCC Special	RSAP
			Women	MBCC			
Autonomy Subscale							
4	24	21	17	7	23	28	78
13	39	26	22	21	23	38	57
22	78	58	33	43	23	24	83
31	17	32	17	14	10	52	48
40	56	42	44	39	52	14	74
49	41	21	0	21	3	34	91
58	12	26	22	25	32	45	30
67	76	63	28	39	29	31	78
76	24	11	22	18	23	31	26
85	Filler Item						
Practical Orientation							
5	63	68	17	32	16	21	87
14	68	84	22	32	10	55	87
23	54	53	17	32	13	48	91
32	51	42	17	29	10	31	43
41	80	74	94	75	87	66	48
50	54	21	17	29	3	28	35
59	76	89	33	54	0	59	96
68	34	32	11	32	26	38	57
77	71	63	72	46	35	34	83
86	51	32	22	25	29	62	65
Personal Problem Orientation							
6	29	26	11	39	39	41	83
15	63	58	83	64	32	52	61
24	41	11	11	18	13	38	65
33	54	21	6	21	3	55	83
42	22	26	6	21	6	28	78
51	37	47	39	46	23	55	52
60	49	53	39	46	74	48	70
69	51	32	6	14	3	45	91
78	56	47	61	54	74	41	30
87	Filler Item						

SYSTEM MAINTENANCE DIMENSIONS
SUBSCALE ITEMS

Item Number	Desired Direction	Item
<u>Order/Organization Subscale</u>		
7	T	The staff make sure that the unit is always neat.
16	F	The day room is often messy.
25	F	The unit usually looks a little messy.
34	T	This is a very well organized unit.
43	F	Things are sometimes very disorganized around here.
52	F	Many residents look messy.
61	T	Residents' activities are carefully planned.
70	F	Counselors sometimes don't show up for their appointments with residents.
79	T	The staff set an example for neatness and orderliness.
88	T	Residents are rarely kept waiting when they have appointments with the staff.
<u>Clarity Subscale</u>		
8	F	Staff sometimes argue with each other.
17	T	If a resident's program is changed, someone on the staff always tells him why.
26	T	When residents first arrive on the unit, someone shows them around and explains how the unit operates.
35	F	Staff are always changing their minds here.
44	T	Staff tell residents when they're doing well.
53	T	If a resident breaks a rule, he knows what will happen to him.
62	F	Residents are always changing their minds here.
71	F	Residents never know when a counselor will ask to see them.
80	F	Residents never know when they will be transferred from this unit.
89	T	The residents know when counselors will be on the unit.
<u>Staff Control Subscale</u>		
9	T	Once a schedule is arranged for a resident, he must follow it.
18	F	Residents may criticize staff members to their faces.
27	T	Residents will be transferred from this unit if they don't obey the rules.
36	T	All decisions about the unit are made by the staff and not by the residents.
45	F	The staff very rarely punish residents by restricting them.
54	F	Staff don't order the residents around.
63	T	If one resident argues with another, he will get into trouble with the staff.
72	T	The unit staff regularly check up on the residents.
81	F	Residents can call staff by their first names.
90	(filler item)	The staff do not tolerate sexual behavior by residents.

Table D-3 (cont'd.)

System Maintenance Dimensions

Item Number	CW	HMW	OSP Women	MBCC	Prot.	JHCC Special	RSAP
Order/Organization							
7	76	84	39	61	16	86	96
16	90	47	33	71	19	45	91
25	66	53	44	54	13	55	96
34	24	11	17	21	0	31	96
43	10	16	22	11	6	45	87
52	49	53	67	54	13	41	96
61	49	26	28	21	6	41	96
70	17	26	22	21	10	41	91
79	37	74	17	36	3	31	83
88	34	26	33	21	13	66	78
Clarity Subscale							
8	27	32	22	36	16	66	96
17	46	47	11	18	10	38	83
26	61	68	6	43	3	45	87
35	17	21	11	7	3	21	83
44	49	47	17	46	6	55	83
53	80	79	33	61	74	72	-
62	39	37	50	54	35	17	70
71	39	0	28	18	3	21	22
80	54	42	39	36	13	28	65
89	44	37	22	21	3	66	74
Staff Control							
9	93	63	61	75	52	72	96
18	76	68	89	82	55	55	61
27	98	79	44	75	19	62	96
36	80	79	89	93	81	66	61
45	88	79	78	71	84	69	52
54	78	74	94	79	74	62	30
63	54	74	67	68	45	62	65
72	76	84	56	57	32	76	65
81	12	5	61	0	32	28	4
90	Filler Item						