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This Issue In Brief

The Evolution of Probation: University Settlement and Its Pioneering Role in Probation Work.—In the final article of a series of four on the evolution of probation, authors Charles Lindner and Margrit Bavcarov further explore the link between the settlement movement and the beginnings of probation in this country by focusing on one particular settlement, the University Settlement Society of New York City. Close examination of the University Settlement papers revealed that this settlement, during the late 1890’s and early 1900’s, expanded its programs and activities to meet the growing needs of the people of the Lower East Side and became very much involved in probation work at the same time. This involvement included experimentation with an informal version of probation prior to the passage of the first probation law in New York State, the appointment of a settlement resident as the first civilian probation officer immediately following passage of this law, the creation of a “probation fellowship” sponsored by one of the settlement benefactors, and the description of this probation work in various publications of the day.

Professional or Judicial Civil Servants? An Examination of the Probation Officer’s Role.—Richard Lawrence

Six Principles and One Precaution for Efficient Sentencing and Correction.—According to author Daniel Glaser, more crime prevention per dollar in sentencing and correction calls for: (1) an economy principle of maximizing fines and minimizing in-

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FEDERAL PROBATION

The Evolution of Probation
University Settlement and its Pioneering Role in Probation Work

BY CHARLES LINDENER AND MARGARET R. SAVARESE

ALTHOUGH THE settlement movement originated in England with the founding of Toynbee hall in 1884, the underlying settle-
ment idea was quickly appropriated by a small band of
young, energetic Americans and transported to the United
States. Here, it took hold and spread so rapidly that by the end of the century, there were
more than 100 settlement houses, of all types and des-
criptions, most of them located in the largest,
most heavily populated urban centers.

There were many similarities between the English
social settlement movement and its American
county. Both had come about as a response to the
weariness of an unlawful act and, implicitly,
assessing the character and social status of the ac-
ced. However desirable in theory, the evidential
determination of intent, a classic problem in criminal law,
might render a more effective sentence.

Female Employees in All-Male Correctional Facilities—Court decisions have opened the doors for women to work in corrections, but the
crime rate and the lack of volunteers to serve their fellow
men in some socially useful way. Indeed, the pioneer settlement
residents were, invariably, not only young but also
well-educated, usually with some postgraduate training, and
had a national perspective. Their continuous day-to-day
work was aimed at improving the lot of the
thousands of impoverished immigrants who were
pouring into the already congested, tenement
neighborhoods. They saw the presence of these poor people and
then turned many of them into political
activists. Jane Addams, of Hull House, touched on
just a few of the problems which galvanized settle-
ment residents into fighting for social change when she
wrote:

"Inhuman housing, pathos of poverty, contaminated water, ter-
rible mortality, the speed of contagion, abandoned food, in-
jured milk, smoke-laden air, devastated factories, desperate
occupations, juvenile crime, developmentally overcrowding, prodigal-
ities, and disinfectants are the enemies which the modern
city must face and overcome if it must survive."

Thus, settlement workers became deeply involved in
a broad range of reform activities aimed at
eliminating these conditions, and one of the many
reform movements which attracted their support was an
innovation known as probation. The active role
played by the social settlement movement in
helping promote probation became an accepted
practice which has been virtually ignored, although
the part they played was a truly critical one. This article continues
to explore the link between the settlement
movement and the beginning probation movement
by focusing on one particular settlement, University
Settlement of New York City, and by examining its
active involvement and support of probation during its
infancy around the turn of the century.

The Early Years of University Settlement

University Settlement, which went on to become one of the most influential of all the settlements,
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Guild, in a dilapidated tenement on the Lower East
Side of Manhattan. The founder was Stanton Coit, a
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Female Employees in All-Male Correctional Facilities

By Rose Etheridge, Cynthia Hale, and Margaret Hambrock

In the struggle of women for the right to work in corrections has accelerated over the past two decades. As women became aware of salary and promotion differentials between the jobs they had traditionally held and those held by men, they sought equality. The struggle has been long and difficult. Issues of security, inmate privacy, physical qualifications, etc., have been cited as outweighing women's rights to equal opportunity. Recently, however, those barriers have been largely removed.

What remains are those subtle and less tangible barriers, barriers that operate on a daily basis in the workplace itself. It is one thing for the court to decree that women have the right to work in male corrections and quite another thing for women themselves to put that into action. Getting hired and assigned to a post is only the beginning and may likely have been hired more recently than men due to the experience of women that lack the seniority and are first to be laid off in times of fiscal cutbacks and austerity (Braley, 1983). But these factors alone do not account for the slow upward mobility of women in corrections. As Bracey concludes:

Although all these variables help to account for the small proportion, low rank and marginal position of women in criminal justice, the most salient factors relate to the stereotype and hostility of male employees and, more importantly, institutional barriers to the effective utilization of women. Even if equal employment opportunity legislation mandates the hiring of women in greater numbers, they may still be denied full participation and opportunities for advancement (p. 361).

In a study for the University of North Carolina School of Social Work, Cynthia Hale is assistant professor, Education/Recruitment/Pre-vocational Training at the Bureau of Prisons. Rose Etheridge is deputy assistant director, Education/Recruitment/Vocational Training for the Bureau of Prisons in Washington, D.C.

While women have long been associated with corrections, it has been in roles which have kept them for only 12 percent of the correctional workforce. Following suit, the American Correctional Association has adopted standards which call for the implementation of equal employment opportunity programs for minorities and women in corrections. Additionally, the Commission on Accreditation for Corrections has established standards which reflect the im­plementation of equal employment opportunity programs for minorities and women at all levels.

In 1976, CONTACT, a Nebraska-based information clearinghouse, conducted a survey and found that of the 43 states responding, 41 hire female correctional officers in one manner or another. Although the push toward the integration of females in all-male facilities is occurring, the result has not been the kind of upward mobility that makes have enjoyed. Females remain employed in small numbers in all-male facilities, and the positions they occupy are typically low-paying, low-status, support, or other non-line positions (Chapman, et al., cited in Jones, 1983). It is a 1980 study by the Center for Women Policy Studies, found a distinct difference in the aspirations of male and female correctional officers that, in part, helps explain the disparity. Males have a greater tendency to aim for administrative positions whereas females are more likely to aim for supervisory posts within their present job category or middle-management positions. It is quite possi­ble, however, that their low aspirations have been engendered by the lack of opportunity and discriminatory practices which have systematically excluded women from higher level positions.

Women in corrections have traditionally, and remain principally, in all-female institutions and juvenile corrections (Morton, 1981). However, Morton has described a rapidly changing trend. Since 1975, the passage of Title IX of the 1964 Civil Rights Act and other affirmative action rulings, the numbers of women employed in cor­rectional agencies have increased to 20 percent by 1978. With that increase has come a trend toward sex integration of the workforce in all-male facilities.

In addition to the legislation, correctional agencies and organizations have established standards and policies which reinforce both the letter and spirit of the law. The National Advisory Com­mission on Criminal Justice Standards and Goals established in 1973 a standard urging correctional agencies to immediately develop policies and im­plement practices to recruit and hire women for all types of positions in corrections (Morton, 1981). Following suit, the American Correctional Association issued a policy statement in 1976 encouraging the active recruitment and employment of minorities and women in corrections. Additionally, the Commission on Accreditation for Corrections has adopted standards which call for the im­plementation of equal employment opportunity programs for minorities and women at all levels.

Motions and Attitudes

It is acknowledged that some progress has been made with affirmative action and EEO programs to increase the ranks of women working in male corrections. However, the further elevation of the current status of women is the expectation held by male employees, prisoners, and the women themselves. Employers in correctional facilities should assist in advancing the movement further.

Expectations are made up of the attitudes and motivations that surround correctional work. Motivations may be expressed as reasons for working in corrections in the first place. Although the corrections usually is a secure job with relatively de­cent pay, it also involves a very needful population. Attitudes about responsibilities of the job worker expects to project and those that are expected of her.

A new focus can begin with a thorough examination of these attitudes and motivations, the problems and constraints they produce and options for working within the boundaries they create.

Personal and Staff Attitudes

Attitudes are a very important part of approaching any job. In criminal justice settings, there are a number of different attitudes that come into play. The attitudes that women bring to the setting, the attitudes the various staff have, the attitudes of the inmates and of the world outside the setting, all play a part in creating the environment in which the woman must work.

The attitudes that a woman brings to the job are very important in determining how she approaches her work and how others perceive her. One par­ticularly destructive attitude is that she won't suc­ceed because she isn't good enough. This attitude will be communicated quickly to both inmates and staff and can be a self-fulfilling prophecy. The at­titude that she is good but that she is good enough for only 12 percent of the correctional workforce, those women who have been hired for these roles, will not let her succeed is equally destruc­tive. This attitude might lead to giving up too easily.

The behavior that a woman can bring to the job is that she is fully capable of doing the job or at least as capable as men. To expect that she should realistically expect difficulties but should ap­proach them as a part of a learning and growth ex­perience and not as a personal attack.

The female correctional worker in a male environ­ment must not only deal with her own attitudes but with those of her coworkers as well. From her peer group, she may face attitudes of over-protection as well as unfair competition. Some fellow workers will want to protect her so much that she will not have a fair chance to do her job. As Martin cited in Stewart and Carter, 1980, observed, some men..."have less experience with women who refuse to be coddled and who insist upon assuming their share of the work and responsibility." (p. 361.) Others will think she has an unfair advantage because less will be expected of a woman or because all she has to do is use her womanly wiles to get ahead (Fox, 1982). Neith­er are fellow female staff always supportive. There may be attitudes reflective of the "Queen Bee" syndrome where there is only room for one queen in the hive. The reigning queen kills or drives any experience with women who refuse to be coddled and who insist upon assuming their share of the work and responsibility." (p. 361.) Others will think she has an unfair advantage because less will be expected of a woman or because all she has to do is use her womanly wiles to get ahead (Fox, 1982). Neither are fellow female staff always supportive. There may be attitudes reflective of the "Queen Bee" syndrome where there is only room for one queen in the hive. The reigning queen kills or drives any experience with women who refuse to be coddled and who insist upon assuming their share of the work and responsibility." (p. 361.) Others will think she has an unfair advantage because less will be expected of a woman or because all she has to do is use her womanly wiles to get ahead (Fox, 1982).

Supervisors often have attitudes which impact their relationships with the women who work for them. They, too, can be over-protective or have a higher level of expectation. Women are more likely to be colored by their perception of the female employee as daughter or wife because those are roles and rela­tionships they understand. A competent female em­ployee can also be potential future competition, cre­ating a situation different from those in which the male supervisor is used to competing. A totally profession­al approach on the part of the female employee can ease the supervisor to show her how she should respond.

Those in upper management can also have dif­

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ficiencies sorting out their attitudes toward women workers. Some of their attitudes are programmed in religious, REO and affirmative action programs, but others can be overcome or altered. This group may have more entrenched, traditional attitudes about women's roles and find them harder to overcome. On the other hand, most of the women they deal with occupy positions so far beneath them on the career ladder that they are no real competition or threat to them. Some are also truly supposi-tive and recognize that a percentage of the future battery women and the support of those women will be needed.

Motivations

Workers come to corrections with varied motives, and women are no exception. As with any job, there are good and bad reasons for wanting it. These are not inappropriate reasons for choosing corrections. Corrections is also an area where one can help people and, for many, that is the motivation. However, the corrections worker must be careful not to lose sight of the people to be helped. Staff members can get so wrapped up in helping inmates that they get lost. While this can happen to both men and women, it can be a particular problem when women lose their perspective that they get lost. While this can happen to both men and women, it can be a particular problem when women lose their perspective.

The research study led to some interesting observations. A new female correctional employee entering an all-male facility for the first time will encounter inmates with attitudes and expectations about her long before she has had a chance to meet and get to know them and they her. These expectations probably arise from some combination of the following:

1. Experiences Inmates Have Had with Females in the Correctional Setting. Experiences with mothers, sisters, daughters, girlfriends, etc., familiar to most men and they may generalize those experiences and expectations to new females they encounter.
2. A Woman's Physical Characteristics - Physical qualities such as age, race, height, weight, etc., may convey an image and an expectation of a female based on that inmate's expectation of the behaviors and attitudes of women of a particular age, race, height, etc. Behavior and appearance of slight build may be stereotyped initially as cute and flattering and whereas larger women may evoke a characteristic that is less flattering. This combination of the continuum. Female correctional officers in particular must face this initially as they attempt to establish who they are and the limits they will respect.

3. A Woman's Job Title and/or Position in the Organization - Job titles and positions denote power and the authority which one is able to influence and control the lives of others. A nurse, warden, secretary, chaplain, counselor, department head, student, volunteer, and correctional officer may all evoke different responses simply as a result of job titles and the relative status of those jobs in the organizational hierarchy. It is important to realize that, initially, one or more of the above may be operating to produce reactions from inmates which have nothing to do with a woman's competencies or behavior. Whether those reactions are positive, negative, or indifferent, it is helpful to realize that they are initial reactions only, subject to change as inmates gather further information about the woman in question. Regardless of sex, the recommended way to deal with inmate's roles and images is in a straightforward, nonmanipulative way, and in so doing, demonstrate that the same is expected in return. Especially in a correctional setting, a woman must be a role model, not only for inmates but for new female recruits as well.

Cultural Stereotypes

Some of the common images that male inmates hold about women are reinforced by stereotypes perpetuated by our culture, the media, and inmates' personal experiences with females. Below are some of the images that cluster around this category that were identified in the context of the correctional research study started earlier:

1. Mother/Daughter - A woman's age, style of dress, and manner can convey an image that evokes in the inmate a reflection of his experiences with his own mother or daughter or an ideal typification of those roles. Unfortunately, an image of "mother" can call forth a memory of a protective or rejecting mother, one who manipulates through the infliction of guilt, or the indulgent mother. If a female employee falls into this role, whether knowingly or not, it may cloud productive parent-child interactions. As with the girlfriend role of the previous section, it is not productive for healthy staff-inmate interactions. One factor that might evoke the protector role is a great age difference, something the female can do nothing about. To prevent relationships from developing into father-daughter (i.e., parent-child), it is important, as a female correctional employee, to function independently to the degree possible and to avoid being helpful or "advice" only when needed. Ultimately, an unproductive parent-child relationship may be played out all over again as it was in the family.
2. Girlfriend - If a woman is furtitious or conveys the idea she is available for romantic pursuits, she is in trouble, particularly when the "suitor" is an inmate. Ownership is exercised over the woman quickly; jealousy and inmate and inmate and inmate and inmate and conflicts erupt which detract from the orderly operation of the institution. Women should establish unambiguous limits such as "nice" the prison environment or at least avoid doing so with inmates.

A woman's position in the organization seems to have an effect on the frequency with which she is faced with the ownership issue. Observations from the correctional research study indicate that secretaries and volunteers frequently have an inmate attempt to take this role upon them. It is less likely to happen with department heads and other individuals charged with direct care or case responsibilities such as nurses and counselors. It could be that secretaries and volunteers are perceived as less threatening and more approachable than other females. Further, secretaries, unit secretaries in particular, are in frequent contact with inmates and often are alone with inmates for extended periods, both of which make such approaches more likely.

3. Friend/Confidant - Although less troublesome than some of the other roles, the friend role may backfire unless a delicate balance is maintained between being a friend and showing favoritism and partiality. As with the girlfriend role, jealousies can develop from the exclusiveness to which the friend often confines.

4. Peacemaker - A true confidant as attributed to females is peacemaking. A woman in this role of peacemaker may find an abundance of adjectives attached to her. As with images, the friend role may backfire unless a delicate balance is maintained between being a friend and showing favoritism and partiality. As with the girlfriend role, jealousies can develop from the exclusiveness to which the friend often confines. Peacemaker - A true confidant as attributed to females is peacemaking. A woman in this role of peacemaker may find an abundance of adjectives attached to her. As with images, the friend role may backfire unless a delicate balance is maintained between being a friend and showing favoritism and partiality. As with the girlfriend role, jealousies can develop from the exclusiveness to which the friend often confines.
The power issue becomes acute and is often played out in its pure, untouched female, because of her physical powerlessness, stripped of the rights of normal citizens and dominated by other males. Adding to a woman's vulnerability is her physical powerlessness, which is why society has her placed at the mercy of her male. Women are good and pure as she. Consequently, she is guillible and naive and easily manipulated.

6. Recovery/Reconciliation - The perception of women as rescuers and saviors is a natural extension of their characterization as pure and above sin. Inmates hold this view of women see their purpose in life as that of caretaker. Often being strongly motivated toward the helper role is their job to monitor and enforce the moral code manipulated. For the rescuer/savior role. Males are inherently of society for both men and themselves. In so doing, they may see the task. Their inherent purity and natural drive toward helping pave the way for the rescue/avior role. Males are inherently sin-directed so women must "reach down in the mine" and pull them up from the depths. However, if a woman falls from the pedestal, she is a "fallen woman" no longer capable of rescuing.

7. Bleeding Heart Liberal/Sympathizer - Male inmates for bleeding heart liberals who are often (but don't necessarily have to be) enthusiastic college students. Some who are prisoners committed to equality, justice, and the side of the underdog. Inmates may be seen ex- actly as victims of America's capitalist society and therefore deserving of a favorable judgment whatever the issue or situation. To make this role work, this is consistent with the image of women as nurturing and helpless. It is easy to be taken in by a woman's deceptiveness puts herself at a disadvantage in performing her job if she and others believe that she is weak and "told under pressure." You can't trust a woman with information because she'll "give it up under pressure." Homosexuals are typically considered weak people because they are like women. Because women are weak and passive, the image goes, they have to be protected, defended, and taken care of by others. Males who are interested in equality, would work to their advantage in so doing. Male inmates reported that they would never allow a woman to go into "business" with them on the street because they're weak and "told under pressure." People often raw nerves of other staff members as well as inmates. Inmates about which one feels deeply and emotionally should be handled with caution and discretion.

There are other personal insecurities that, if allowed free expression, may override professionalism and interfere with the performance of one's duties. To have a deep concern about one's self-worth when confronted with other inmates around the issue of exclusive sex. Women are often more sensitive to rejection than men and respond more intensely to real or imagined slights, rebuffs, confrontations, and general negative feedback. Women need to stop equating being popular with professionalism and success.

Insecurity About Intelligence - Prisons are Insecurity About Intelligence - Prisons are increasingly becoming places where confrontations take place at a nearly cosmic level. Further, women, because of the image they convey, are not typically viewed as legitimate targets for general aggression. It is their woman's intelligence rather than her physical prowess that may be challenged when confrontation arises. A woman who doubts her intelligence and expresses it either as intellectual up-squash or "poor dumb me" raises a flag to other that this is an area of vulnerability that may respond to when and if someone wishes to neutralize her power or use her to subvert the rules and regulations.

Insecurity About Personal Appearance - A woman who is insecure about her physical attractiveness puts herself at a disadvantage in performing her job in a prison setting. A woman may express this kind of insecurity by what she says about other women, their attractiveness and/or by over-reacting to flattery. Such a woman may find that she is willing to exchange some things for compliments, or she may feel a need to retaliate against those who deliver uncomplimentary remarks.
2. Insecurity About Personal Power - A woman who does not feel that she is able to wield the kind of power she needs in order to get her job done may be confronted and forced to demonstrate her authority more often than if she conveyed an air of confidence and self-assurance. Further, as with other insecurities, both males and females may be manipulated if an insecurity about personal power comes across as vulnerability.

3. Hussy/Slut - Many inmates view the hussy as worthy of outward displays of disgusting and disagreeing comments. To inmates who are mentally disturbed, she may be a target of physical abuse and violence. In some inmate subcultures, there is no greater fall than a woman's sexual fall from grace.

4. Seductress/Tempress - The mere presence of women is a prison canprecipitate temptation to some inmates. In fact, it is not an uncommon belief among inmates that the administration strategically places pretty women in male prisons to torment inmates with "here's something you can't have." Others express the fear that females may succumb to making an improper approach or advance that will lengthen their stay. Still others feel that they will become powerless in the presence of a pretty face and reveal information that could cause them to be labeled a "witch" and endanger their safety.

5. Lesbican/Man-Hater - Some men interpret "masculine" mannerisms they see in females as a sign of confrontation and aggression toward men, which women might experience without any obvious provocation. Inmates have voiced the belief that a female who works in male prisons does so to satisfy a sadistic urge to punish all men for a hurt she suffered from a woman in her past.

6. Catty, Back-Biting, Gossipy - These descriptors are typically applied to women rather than to men. Such behaviors often signal an insecurity and a vulnerability that can be used to others' advantage. For example, the woman's absence from the scene.

7. Manipulative - Many inmates view the hussy as someone who does not act honestly or in a businesslike manner. They may make the assumption that something must be wrong and not wish to invest the time and energy to find out. Others may make assumptions regarding moral stance and act accordingly.

Women have turned down job offers or quit because of such expectations. Once faced, they can be dealt with.

Hoping Strategies For Women In All-Male Correctional Facilities

The cautions issued above should not be interpreted as insurmountable obstacles. There are concrete steps women can take to keep from falling victim to the stereotypical images others may hold. The first step in the process is careful and extensive self-examination. Women should come to terms with the idea that they are normal and hostilities are not necessarily directed toward them. This does not mean that they are not being perceived as normal.

Committed to their purpose is business. Women in corrections attempt to overcome the psychological barriers to their success in all-male settings. Women must examine their own attitudes and expectations that can keep them from making progress. Only by doing this will they be able to carry out their jobs safely and competently. Following are outlined some specific coping techniques for female correctional staff in all-male settings.

1. Interest with inmates in a straightforward, non-manipulative manner and do so consistently. As one inmate in an all-male facility put it: "It's not that the woman here isn't a good worker; it's just that some of them ain't about business all the time." The lesson here for the female correctional worker is not to manipulate the inmate she is trying to convey by being inconsistent. Inconsistent interactions or a lack of congruence between verbal and non-verbal messages is confusing and difficult to interpret. The most knowledgeable and skillful way to convey and do so clearly and matter-of-factly. One of the most difficult tasks for a new female employee is walking into a room where she feels hundreds of eyes on her. If she hurries across trying not to see anyone or if she seems to relish the attention and moves her body in response, she has lost the game. In this instance, always she should walk purposefully and with deliberate speed. Walk with head erect. Make eye contact. Extend a greeting in a very business-like manner.

The female correctional worker is likely to receive compliments, especially at first, and how she responds again gives the inmates clues. The best response is clipped "thank you" or a nod and a quick movement to a more business-like topic. She has acknowledged that she is female sex while, at the same time, indicating that her purpose is business.

2. Development a reputation for treating inmates fairly and impartially. The female worker must not single out certain inmates for special favors and privileges. Also, she must be aware of how she is spending her time and who she is spending it with. Inmates, by virtue of their position, are keen observers of the subtleties operating in the correctional environment. They know if a female staff member is spending a disproportionate amount of time with a particular inmate. Once the message gets around (and news travels fast in a prison), the female in question has developed a reputation for showing partiality and favoritism. When this happens, a challenge to her authority or a bid for her favors is usually just around the corner.

3. Dress appropriately. John T. Malloy, in his book Dress for Success for Women, identifies certain ways of dressing that portray images that either help or hinder a woman's job performance. The prison environment with its usually limited number of women exacerbates the problems that can occur over the issue of dress.
The clothing should fit well without being too tight or too loose. Skirts and jackets should be clean and tailored, loops, buttons, necklines, light clothes, and short or slit skirts are inappropriate in any professional work environment and especially so in a prison. Given that a very feminine style can cause problems, the female correctional worker may be tempted to go to the other extreme and dress in a very masculine manner. This too creates some problems although perhaps more with other staff than inmates. Masculine dresses can and will be interpreted as an indicator of sexual deviance. This is also somewhat reinforcing of the male stereotype that “only women who want to be men are interested in working in corrections.”

The clothing guides for work in a prison environment will need to be challenging for any professional position. If there is a uniform required, wear it well. Make sure that it is properly fitted and clean. It is designed only for the purpose of identifying position and sex. If the female version does not have the conveniences required, such as pockets or belt loops, complain through proper channels. It should be clean and pressed and the employee must resist the temptation to feminine it by adding to it. If there is no uniform required for a particular position, personal dresses should be conservative. The clothing should fit well without being too tight or too loose. Skirts and jackets are preferred with the skirts reaching just below the knee. Blouses should not be the “see-through” type. They should be tailored and not frilly. In short, while on the job, a professional, no-nonsense image must be projected. There should be all possible duality between how the female employee dresses and what she is required to do.

4. Keep professional distance from inmates. Don’t get too involved in their personal lives and dealings on the compound. A role of professionalism which makes for sound decisions and prevents the emotional drain that ends in burnout. The professional role may be hard to maintain because of the pressure from inmates to be more “personal.” As one inmate expressed it: “Noises are hard to talk because they’re always taking notes while you’re talking. Like an intern, I want more personal conversation. It’s like they’re professional, like they really didn’t take in all you’re saying when they’re talking.”

The professional role need not be synonymous with coldness and impersonality, although to the female inmate what a female companion- ship, the professional role may seem distant indeed.

5. Deal with conflict decisively and assertively. Don’t be afraid of confrontation. On the other hand, don’t hesitate to use other approaches to problems dealing with the sudden deluge of inmates to react to you in a particular way regardless of what you say or do. Tearing down expectations based on stereotypical images may take time but it is worth the investment.

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The professional role need not be synonymous with coldness and impersonality, although to the female inmate what a female companion- ship, the professional role may seem distant indeed.

7. Build positive relationships with male co-workers. Even though you may be met with less than a personal response, treat your actions toward your male co-workers cordially and professionally at all times. Inmates often take their cue as to how to relate to female staff from observing what male staff say about a particular woman and how they relate to her. Although a woman can’t control violent, unprovoked remarks started by males threatened by her presence, she can keep from adding fuel to the fire. Inmates are very observant. Women report finding it helpful to develop a satisfying private life outside the institution. They must not let their work become their only source of reward, fulfillment, and satisfaction. Develop stimulating friendships and interests unrelated to work.

8. Develop a support network of other females in the organization. The support of other women in the organization can be a key source of comfort and fortification in stressful times. Women who have been through the experience for a while can offer guidance and advice from the wisdom their experience has provided. New employees can help each other by sharing their experiences and perceptions, letting each other know that “you’re not in this alone.” It may even be helpful to create a formal organization of female correctional employees to deal more formally and in-depth with the career issues of women.

9. Keep an open mind. Try to avoid snap judgments and look at all sides of issues. Think of your job as one of information-gatherer in addition to your formal duties. Develop an inquiring mind and work to develop creative solutions to problems. You can create even more divisiveness and become isolated from the mainstream of the prison environment. If a formal organization seems to meet a need, go ahead with it, but invite men to the meetings. Make an effort to sen­ sitize them to the concerns of women in correctional settings.

10. Be supportive of other women. Inmates judge a woman by what she says about other women. Women who criticize other women are con­ sidered insecure and vulnerable. The woman who criticize other women, and who is aggressive, may become the door. The door is difficult to keep from loosening perspective in an environment where women may become embroiled in the only game for men, or if the women report finding it helpful to develop a satisfying private life outside the institution. They must not let their work become their only source of reward, fulfillment, and satisfaction. Develop stimulating friendships and interests unrelated to work.

11. Do your job. Neither ask for nor accept special favors. Don’t let others make allowances for you because of your sex. Don’t let other women report finding it helpful to develop a satisfying private life outside the institution. They must not let their work become their only source of reward, fulfillment, and satisfaction. Develop stimulating friendships and interests unrelated to work.

12. Prepare for the next job. Any person looking to move up the career ladder of an organization must be preparing to meet the qualifications at the next step. Potential future jobs should be identified and the requirements for them deter­ mined. Learning experiences on the job should be sought even if that means working an undesirable shift or post. If necessary, go back to school during off hours for the required education or specialty training.
women’s performance is high, perhaps disproportionally so. There is concern on the part of their male counterparts and inmates as to whether women are capable of performing the duties that are required of correctional personnel. The worry is whether women can handle the physically and mentally demanding and stressful situations that one is confronted with in the correctional setting. Being considered the “weaker sex” could seemingly put women at a disadvantage, if what is expected is based on being opposed to brains. All correctional personnel are required to show professionalism, competency, and the ability to use their heads, both in crisis and in the performance of day-to-day responsibilities of correctional work. What is expected of women is no different, and women can offer no less.

As Camille Graham, Deputy Director of Adult Institutions, Arizona Department of Corrections, concludes:

The only ingredients necessary for being a woman employed in a male institution also apply to male correctional workers. Masculine traits are not necessary; professional traits are (Graham, 1981, p. 27).

Women must conduct themselves in the workplace with the highest degree of professionalism and competence. It is quality job performance that will distinguish women in all-male institutions, as in any organization or career they enter.

Because of undeniable physiological differences and the unique role women occupy in society, female correctional workers do have something distinctly different from men to offer the correctional environment. The male inmate, though for the moment barred from normal contact with women, has developed an image of what a woman is or should be. Unfortunately, the images that most of them have of a woman is neither positive nor healthy. A woman is, to most of them, an object of pleasure, subordinate, or abuse. Inmates tend to hold onto these images more carefully and watch their behavior more vigilantly in the presence of women (Graham, 1981; Petersen, 1982).

The struggle of women for the right to work in the male correctional environment is a significant one. Women can provide positive images of women who exercise power and give the inmates an opportunity to observe and interact with them as professionals. Women in positions of authority may cause some inmate discomfort to the inmates while, at the same time, they disrupt his perception of women, perhaps they will, in some way, induce him to take women seriously and view them, not as objects of pleasure and abuse or as dependent, dumb creatures or animals to be feared or objects of power they may have over him, but rather as persons of integrity, intellect, and ability.

The presenting of positive images will depend largely on how a woman conducts herself in the institution. She is highly visible in the correctional community who is observing the way she dresses, the way she walks, and the way she relates to other staff and inmates. When relating to staff and inmates, a woman should be comfortable with herself. She is not a man, therefore she should not act like a man. In fact, co-workers may find it difficult to relate to a woman who masquerades as a man. What is expected is that she display the warmth, sensitivity, and understanding that are usually attributed to women, traits that all correctional employees would be well-advised to develop and refine. The woman should be feminine but firm, be assertive and not play games. She should make sure that people know where she stands at all times. It is important for her to be honest and forthright, and a person of her word. It is not wise to make promises that she does not intend to or cannot keep. Expectations regarding a woman’s performance are high; therefore, there is little room for error, especially where matters of personal integrity are concerned.

Single-sex institutions are abnormal settings and the unique role women occupy in society make incarceration even more difficult for inmates. The presence of women in all-male institutions brings some normality to the situation. Many inmates maintain that the presence of women in the institution helps them feel like they are still a part of the real world. Others report that they know themselves more carefully and watch their language, manner, and behavior more vigilantly in the presence of women (Graham, 1981; Petersen, 1982). Perhaps the presence of women in all-male prisons is just what is called for to add elements of humanity and civility to an all-too-often hostile and uncivilized environment.

**Conclusion**

The struggle of women for the right to work in the male correctional environment in jobs which carry higher salaries and promotion potential seems to be over. However, their struggle to win the acceptance of male co-workers and male inmates to achieve the cooperation needed to give them an even chance of succeeding is just beginning.

The woman who finds herself working in a male correctional environment must realistically face the ingrained attitudes of her male (and female) co-workers and inmates and be prepared to deal with them. This requires a thorough knowledge of what those attitudes are likely to be and ways of coping with them effectively. At the same time, she must maintain her sense of self-worth and contribution to her chosen field.

The removal of the legal and formal barriers to employment has been only the first step. The larger task of removing the less tangible human barriers of the workplace remains. It is vital that, given the small numbers, every woman do her best to succeed. It is only with the continuing progress of women through the ranks of male corrections and into top management that the place of women overall is finally assured.

**REFERENCES**


