

PREVENTION AND CONTROL OF INAPPROPRIATE BEHAVIOR

AUTHORITY: Administrative Directive
California Code of Regulations Title 15, Section 1357, 1358, 1390, 1391

RESCINDS: Procedure Manual Item 3-2-002, dated 08/01/13

FORMS: Special Incident Report (F057-7018)
Orange County Probation Department Restraint Report

PURPOSE: To set forth a basic philosophy for maintaining order and safety in a detention setting. To establish guidelines, techniques and methods for the prevention and control of youth who are exhibiting disruptive/violent behavior.

I. GENERAL INFORMATION

- A. The maintenance of order (control) and safety within **facilities** is primarily dependent upon establishing behavior expectations for **youth** and making them aware of rules, procedures and consequences for inappropriate behavior.

Youth should be dealt with in a manner which gives them supportive control. Emergency situations rarely occur; they develop. External controls imposed by staff may include kind, firm and fair limit setting to locked doors, secure rooms and physical/chemical restraint if necessary.

- B. Staff will use reputation/appearance and/or dialogue/counseling methods to firmly and fairly establish limits and expectations. Counseling should be used to ease or avoid a disciplinary problem.

Counseling efforts attempt to provide a climate that promotes peaceful conflict resolution. There will be occasions when, in spite of our best efforts, hostile conflict will occur between **youth**. Whenever this arises, staff should be aware that conflict can quickly turn into combat or into actions which may require physical/chemical intervention by staff. Staff must intercede at the earliest possible point in an attempt to bring swift closure to potential hostile conflict. Often the conflict will be between two **youth** and one or both of these **youths** will be amenable to discontinuing the conflict before it reaches the point of physical restraint. Separation of the **youth** for a period of time may allow for the necessary cooling off which comes before conflict resolution. Such an action may prevent the need for physical intervention. The objective is to prevent the use of physical restraint.

- C. It is the policy of the Probation Department that staff are only to use physical/chemical restraint as a method of control as required by exigent or emergency situations to maintain institutional security or to prevent injury, serious damage or escape from custody.

- D. Some situational examples of behavior that would require physical/chemical restraint include:

1. Suicide Attempt.
2. Self-Destructive Behavior.
3. Assault on Staff.
4. **Youth** involved in a physical altercation and refusing to follow verbal directives to disengage.
5. Escape Attempt.
6. Room Extraction.
7. A major disturbance.

Physical/chemical restraint is to be used in these cases only as a last resort, when other alternatives were considered and/or failed.

- E. Staff must immediately notify a Supervising Juvenile Correctional Officer (SJCO) or Duty Officer (DO) of any incident which requires the use of physical/chemical restraint by staff and complete written documentation outlining their role and observations.

II. PROCEDURES

A. Handling Isolated Problems

1. It is very important that **youths** understand institutional expectations and rules. **Youth** are in need of detailed indoctrination/orientation and ongoing structure. Staff must be able to effectively communicate and counsel with **youth** and be consistent in their communication and treatment of **youth**.
2. Sarcasm, ridicule, harsh words, profanity or threats of any kind must never be used when communicating with **youth**. Withholding food as a form of punishment must never be employed. This would include withholding desserts, as well as salt and pepper. No form, degree or threat of corporal punishment is permitted.
3. Whenever possible, seek to remove an agitated **youth** from the group, so as to remove the audience. While it is important to move quickly and decisively, this is never to come at the expense of safety and security. It is always necessary to alert your coworker as to your whereabouts. Never leave your coworker in a vulnerable position. It is also very important to be aware of the group condition/tone. The Institutional Security Unit (ISU) should be alerted and additional coverage requested if needed. Staff must be sensitive to the potential explosiveness of a group when a **youth** becomes defiant and/or acts out in front of the group. An experienced staff can frequently diffuse a volatile situation with timely counseling.
4. It is important for staff approaching a **youth** to be prepared for anything, regardless of how things may appear at the time. Staff's goal should be to calm the **youth** in a positive and constructive manner. However, even

when using this approach, it is impossible to predict how an agitated **youth** is going to react.

5. Staff must be observant of and sensitive to **youth** who are in emotional turmoil or angry. Staff should remain sensitive to the **youth's** readiness to discuss the problem. There are times when silence is the catalyst to calming a situation, and repeated attempts to counsel will only exacerbate the situation. Establishing an appropriate time/place for discussion can become an important point to a successful interchange.
6. When the **youth** is not responding positively to attempts at counseling, staff should consider asking another staff member to work with the **youth**. Often a **youth** is able to relate to someone else, especially if the problem involves a particular staff member. Remember, the goal is not to demonstrate authority but to "settle" the **youth**. Do so carefully, with concern for the **youth's** feelings. Staff should contact the Clinical Evaluation and Guidance Unit (CEGU) if the **youth** is unresponsive. If the **youth's** inappropriate behavior continues to escalate after staffs' attempts at counseling, an SJCO/DO needs to be notified.

B. Handling Multiple Problems

1. If the group as a whole is not stable for various reasons, all the staff involved should be aware of the problem. Programming should be gradually slowed down. There can be more use of quiet times or periods for counseling. Split/small group activity can be employed. There may be periods of time where **youth** will remain in their rooms while staff concentrates on a small group or individual counseling. If there are problems within the group, then all resources must be utilized until the unit returns to normal.
2. If **youth** become disruptive and staff determine their disturbance will become contagious, staff will need to request assistance. At the same time, unit staff should direct all uninvolved **youth** into their rooms. If the situation is non-emergent, call Control and give some indication of the problem, and request a specific number of staff that you feel will be able to neutralize the situation. Control will dispatch the Institutional Security Unit (ISU) on a "Code 1" assistance. Staff requesting assistance will remain in charge and will communicate and brief the assisting staff about what needs to be done. An SJCO and ISU staff will take control of a unit if it is determined the shields need to be deployed in order to diffuse a situation.

In the event that assistance is needed immediately, i.e., a fight, a major group disturbance or staff member down, the unit staff will call Control and request immediate assistance. Control will then dispatch ISU on a "Code 2" or "Code 3" assistance, depending upon the unit need. The unit staff in charge will then orchestrate what needs to be done including: the removing of **youth** or the need for additional assistance. Staff must recognize that on many occasions, having extra staff called into the unit when a **youth** or a group is upset, may create a potentially more explosive situation. Therefore, acting quickly is paramount to avoid keeping unnecessary staff in the unit. Remember, some **youth** feel that

they gain status in the group by contributing to the need for additional counselor's assistance. They may gain satisfaction by creating or controlling staff reaction to situations.

3. In the event that **youth** must be physically restrained, extreme caution should be exercised to ensure only authorized restraints are used. Restraining staff must make every effort to calm a restrained **youth** and to prevent injury to a **youth** or themselves.
4. In the event **youth** are acting out in their rooms; room furniture, personal items and bedding should be removed to ensure they cannot harm themselves or destroy property. Such property can only be removed if it is being utilized in that manner. Furniture and bedding should be replaced as soon as they regain self-control. Removal of property as a means of discipline is prohibited. A log note must be documented in the Integrated Case Management System (ICMS) indicating why the property is being removed and who authorized the removal.
5. If there should be a sudden mass unit disturbance, it is extremely important to remain calm yourself. Ensure that you have made notification to assisting staff and move as many **youth** as possible to their rooms. Apprehension by staff will only serve to further inflame the already excited group. Speak clearly and decisively in a manner which indicates, in no uncertain terms, that compliance is expected. Direct responding staff upon their arrival and await further direction from the SJCO/DO or Administrator in Charge (AIC).
6. Staff analysis, after any such situation, is beneficial. Real learning comes from experience and analyzing incidents to see what could have been done. Were there other alternatives? Did staff work as a concerted team? Such topics should be discussed by coworkers in any unit experiencing problems.

III. CONCLUSION

- A. Staff are to maintain individual and/or group control within a climate that minimizes hostile conflicts and develops effective relationships. It is the policy of Juvenile Hall to use restraints to control **youth** only for the purpose of protecting them or others from impending serious injury, to prevent escape from custody and to maintain institutional security when other forms of control failed.
- B. Any use of physical/chemical restraint by any employee is subject to review. If physical control methods fall outside policy or procedure, the burden of justifying same rests on the employee. If forms of mental or physical cruelty have been committed, criminal charges pursuant to the Penal Code will be pursued.
- C. Whenever physical/chemical restraint is used by staff, each staff member involved will document with a Special Incident Report (SIR) and the Orange County Probation Department Restraint report all details describing what led up to the incident, what occurred during the incident and what action was taken by each employee.

- D. It is important that staff maintain control through effective supervision techniques, counseling, situational awareness, mutual consideration and respect and their preparedness to take action before behavior becomes a crisis situation.
- E. Caution for personal safety, **youth's** safety and good judgment should be used in dealing with upset **youth**. Decisions should be made by weighing all pertinent factors. Staff should discuss how they plan to handle any possible situation in advance and critique their actions afterwards.

REFERENCES:

Procedures:	3-1-003 3-1-015 3-1-022 3-1-027 3-1-303 3-2-101	Deterrence of Unacceptable Behavior Use of Force-Physical, Mechanical and Chemical Minors' Rights Room Confinement Special Incident Reports Assistance Calls
Policy:	D-2	Use of Physical Restraint/Corporal Punishment

P. Trias

APPROVED BY: