what we believe to be best practices. But I have a passion
for prevention programs and early intervention. I believe
in giving those initiatives more than lip service but
actually getting out there and making sure that we have
state and local partnerships in place whereby we can divert
youngsters from having to come into an institution if he or
she really doesn't need that environment. We believe that
in Georgia we operate good facilities, but a facility is a
facility is a facility, and we think if we can have good
community-based programs that keep children out of that
system, if they really don't need that level of security, we
should do it. We have juvenile judges who are working with
us in this arena. Again, in rural areas, we realize the
need for more sanctions, more options for juvenile judges so
that they don't have to move immediately toward secure
custody.

Thank you, Mr. Chairman, for your time. I'll be
glad to answer my questions after my colleagues present.

CHAIRMAN WALTON: Thank you very much, Mr. Murray.

Doctor.

DR. ROUSH: Judge and members of the Commission,
thank you for allowing me to be here. It has been a very
eventful day, and I know that I have learned a lot, so I
appreciate the opportunity to present some testimony. I'm
going to limit my comments to staff sexual misconduct and
will summarize some of my written comments. I know that the mind can absorb only what the seat can endure, so, I know we're all on thin ice right now, so, I will move as quickly as possible.

I, too, have a long history in this business and did have the pleasure of running a maximum secure treatment unit at the Boys' Training School in Tennessee under the supervision of Albert Murray. So, he speaks quite accurately about the issues in operating a facility.

I want to begin with the late John Sheridan's comments. John Sheridan was an Air Force Colonel and decorated war veteran who ran the New Hampshire Juvenile Justice institutions for many years, and what he said then rings true today. He said that with a sufficient number of well trained and good people he could run the training school in tents. And I thought that was a profound comment to -- of the ability to prevent all types of sexual violence against incarcerated children. Depends on how well we address Sheridan's triad of, first, sufficient number of staff to provide adequate supervision, second, adequate and relevant training to prepare workers to supervise competently, and third, the ability to attract the right people into this work force.

My concern is that the reduction in federal funding does not bode well for us, and that programs and
services will be eliminated, and that state and local
funding simply will not be able to pick up those services,
and staff training and staff development will be the hardest
hit.

I have three recommendations based on my written
comments. The first has to do with a training curriculum.
And it's ironic that we're talking about training at this
point in the development or at this point in the evolution
of the juvenile justice profession because the American
Correctional Association has laid out expectations for
training. The National Detention Association has taken a
long look at those standards, and we're all in agreement as
to what training should be, and yet in that, what we need is
a piece that specifically talks about staff sexual
misconduct, training on staff sexual misconduct for line
staffing institutions, and the first topic in that
curriculum should be a definition of what is staff sexual
misconduct. It means we need help with the research. We
need help with an understanding of the prevalence of this
event in institutions. We need to know the nature of those
who perpetrate sexual violence against youth. We need to
know more about the victims, and we need to know a lot more
about the particular nature of the event.

The second topic in that training curriculum
should be about boundaries. There need to be some clear
lines between what is professional behavior and what is personal, and subsequently even inappropriate behavior. Boundaries are the gateway to sexual misconduct and we need to make that very clear at the beginning of employment.

The third topic in this curriculum needs to be ethics. We've heard people talk about common sense. To quote Voltare, "Common sense in this business is not that common," and those of us from the boomer generation who are on our way out marvel at what we think should be common sense about the right things to do that we don't see among a lot of staff in institutions, and some of that gets down to things such as basic language. Profanity in some institutions is out of control, and that profanity is used to degrade women and girls in institutions. And in terms of ethical behavior, we need to define better resident privacy and what those privacy issues are.

The fourth topic in this curriculum should be prevention, and we need to take some action about devising policies and procedures that can be used to prevent staff sexual misconduct. And we've been able in our work so far to come up with a sample policy that's gotten some widespread use.

The fifth topic needs to be investigations. Administrators and staff in juvenile facilities really don't have a good handle on how to conduct internal
investigations, and internal investigations are very important when it comes to dealing with disciplinary issues.

The next topic I think has to address some of the unresolved issues, and some of those unresolved issues do deal with disciplinary action; they deal with collective bargaining agreements and how to work with those; and they also deal with the supervision of gay, lesbian, bisexual and transgender youth, and you certainly have heard the issues on that earlier today.

Second recommendation has to do with selection and screening. The task in front of us is not complicated. We need to get good people into the work force; we need to get the wrong people out of the work force. No matter how good the training happens to be, everything is dependent upon good people. And I'm here to tell you that there are many, many good people in this business; we just need more of them. No matter how good the training is, it only takes a few bad individuals to ruin the reputation of an institution, to ruin the culture, and that is the unfortunate part of this full dilemma.

Now, there are two screening strategies that hold some promise, and I talked about those in the written testimony. One is a video-based screening tool and the other is psychological testing. We need more research in this area.
Also, we need to strengthen the ways to get the wrong people out of the system. Dr. Krisberg mentioned earlier about the reinstatement of the two staff members at CHAD, the Gigerian facility in California, the staff members who were on national T.V. on a video that showed them beating youth, who were reinstated. We need some help in addressing some of the challenges and obstacles in terms of disciplinary action.

And the third recommendation that I would make is that we need help in professionalizing the juvenile justice work force. This is a common theme, but everything that's been done so far has been a strategy that focuses on post employment, and the economics of the upcoming years I don't think bode well for these types of strategies. A different approach might be to shift the locus of professionalism to pre-employment strategies, so, I would recommend that you give some consideration to our need for the development of a national pre-employment education program that can be replicated by colleges and universities and endorsed by the professional associations that would lead to some type of certificate of employability and would lead to a job.

So, those are my recommendations. Thank you very much for the opportunity to supply this information.

CHAIRMAN WALTON: Thank you very much, Dr. Roush.

Mr. Sanniti.