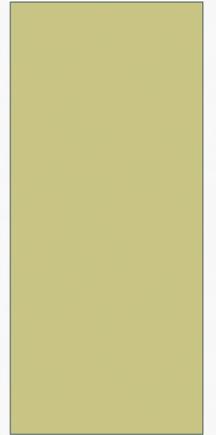


COMPLACENCY

A DANGEROUS DISEASE



COURSE INFORMATION

Course Title:	<i>Complacency-A Dangerous Disease</i>
Course Codes:	DOC442/CLEET 15-1772
Training Credit:	2 Hours
Training Category:	On-line/In-service
Type Of training Credit:	Supervisory/CLEET/Safety
Original Course Created By/Approved:	Gaylia Johnson, CTO III; 1May2009
Annual Review/Revision, Date:	Valerie Hale, CTS, EDU; 12Apr2016
Training Manager Approved:	Phil Gilstrap, EDU; 20Apr2016
Target Population(s):	All DOC Staff/Supervisors
Classroom Presentation:	
Approved Instructor(s):	Certified DOC Instructors/Training Officers
Delivery/Presentation Method:	Classroom
Evaluation Procedure:	Instructor Observation
Online Course:	
Approved Instructor(s)	N/A
Delivery/Presentation Method:	On-line, Self Paced Study
Evaluation Procedures:	N/A

DATA SOURCES

- *Merriam-Webster Dictionary*
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COURSE OBJECTIVES

At the end of this course participants will :

- Define complacency.
- Explain why complacency is dangerous.
- Compare and contrast causes and consequences of complacency.
- Describe the adverse effects of complacency.
- Explain how moral values can positively combat or negatively contribute to complacency.
- Justify why situational awareness is important to a safe working environment.

MERRIAM-WEBSTER DEFINES COMPLACENCY AS:

A feeling of being satisfied with how things are and not wanting to try to make them better.

Self-satisfaction especially when accompanied by unawareness of actual dangers or deficiencies.

Apathy goes right along with complacency and is defined as the feeling of not having much emotion or interest.

COMPLACENCY IS DANGEROUS IN MANY OCCUPATIONS. IT CAN BE DEADLY!

Complacency kills by putting employees on auto-pilot; making them lose attention, and cause them to take shortcuts. The trainable practice of attention overcomes the risky habit of complacency.



COMPLACENCY

“Complacency is highly destructive because it is immune to innovation and fails to recognize either new opportunities or potential hazards. In fast-moving environments of risk, uncertainty, and the unknown, history books show us that this attitude is the perfect recipe for disaster.”

--LaRae Quay, former FBI Agent

“Complacency-How to Avoid the Silent Killer”

BURNOUT OR RUSTOUT

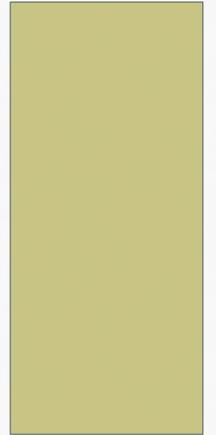


Complacency is akin to something called ***“rustout.”***

- Rustout is actually scarier than “burnout” because, while burnout can wear down your body, rustout can wipe out your soul and spirit.
- Rustout is the slow death that follows when we stop making choices that keep us alive.
- Rustout is the opposite of burnout: Burnout is overdoing; rustout is under being. It implies we have traded the sensation of life for the security of a paycheck. (L. Quy, Dec. 2012)



TYPES OF COMPLACENCY



TYPES OF COMPLACENCY

During a presentation for the National Institute of Corrections in September 2010, safety consultant Gary Higbee identified three types of complacency risk in the workplace:



INTENTIONAL

Staff members know full well that they are acting against instructions and creating risk.

- Examples are propped doors or a paperclip left on the control room sensor to keep a door open.



UNINTENTIONAL:

Staff members are unaware that their actions are creating risk.

- Examples are inadequate searches of inmates and inmate areas. Staff need to understand who they are working with and why; what they will be doing and why; where they will be going and why; and what could go wrong and why. Staff members need to fully know their equipment, to understand what behavior to watch for from inmates, and to know their partners, volunteers, and themselves.

HABITUAL

Staff members are aware that their actions create risk but have been breaking the rules so long, they are no longer alert to the risk.

- Examples are cursory searches of inmates, over familiarization/bullying inmates, not following policy and procedure.

TRENDS

Complacency trends are evident.

For example if an accident occurs in the workplace, usually there was a level of complacency present prior to the accident.

The safety issue suddenly becomes the primary focus of everyone, employers begin using enforcement programs and awareness increases.



FACTORS CONTRIBUTING TO COMPLACENCY

Environmental – Reliability – Today much of our behavior involves interaction with some sort of “equipment”, i.e. PC, tablet, Smart phone, car, etc. This “equipment” is usually so reliable that there is an excess of confidence that it will never fail.

Behavior – Familiar circumstances: A person becomes more relaxed when faced with circumstances he is familiar with.

Capabilities – Expectancy: When a person hears and sees what he expects to hear and see rather than what is actually occurring

SYMPTOMS OF COMPLACENCY

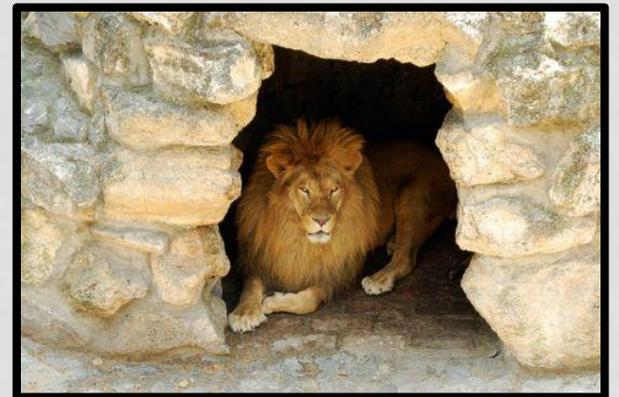
Sometimes these symptoms are not apparent:

- Accepting lower standards of performance
- Erosion of the desire to remain proficient
- Boredom or inattention
- Satisfied with the status quo
- Unrealistic expectations
- Attitude of overconfidence
- Underdevelopment of staff

The symptoms build on one another and can develop into a full-blown, possibly fatal situation.

COMFORT BREEDS COMPLACENCY

The more time you spend in an environment without experiencing uncomfortable outcomes the more relaxed you become in that environment and this is when you let your guard down.

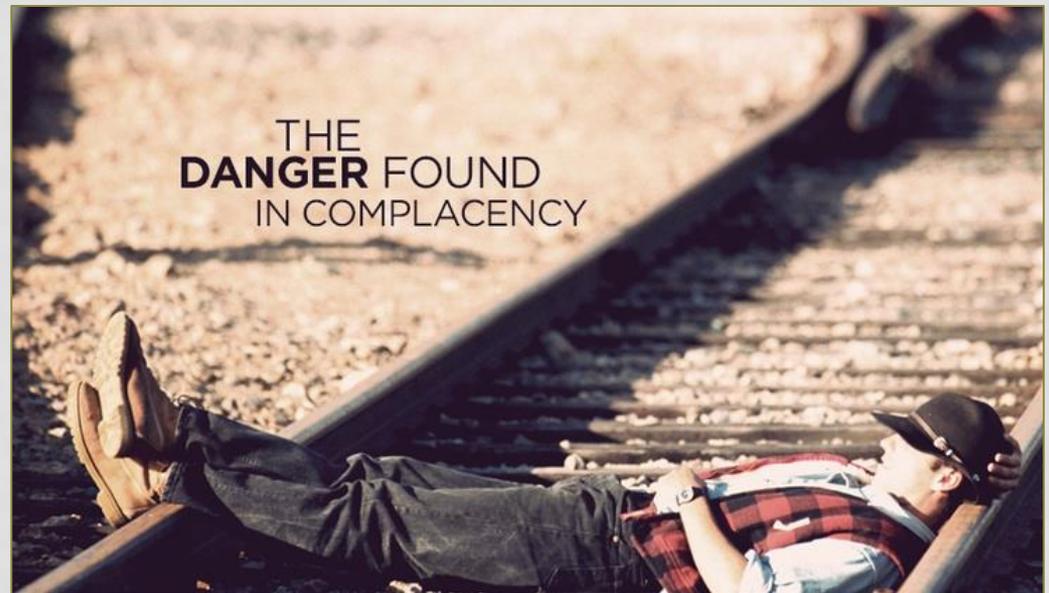


This can be especially detrimental when the successful past outcomes you have experienced were a result of luck, not skill. And it can be even more detrimental when the complacent individual is lulled into thinking the past successes were a result of superior knowledge, skills, abilities and strong situational awareness – not luck.



In general, the more experience you get the better you become at your work. Your knowledge increases, your skills improve and your abilities become advanced.

Treat every hazardous work environment as if it is new to you, even if you have worked in this environment for years.

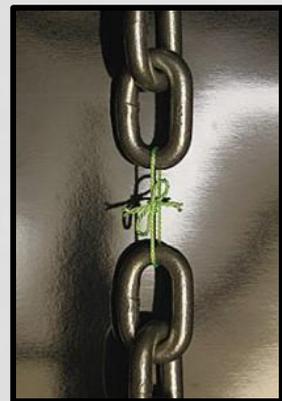
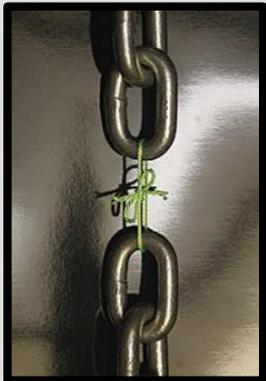


Be alert, be open minded and
be vigilant to what is
happening and what it means,
and how the conditions might
change suddenly not only to
your detriment, but to the
detriment of others.



WATCH OUT!

The task becomes the usual routine and the employee becomes very comfortable and familiar then starts to get bored and disinterested and begins to take shortcuts. Here's where the disease really takes over. Now the employee becomes complacent, smug, overconfident and borders on arrogant which leads them to overestimate their expertise and underestimate inmates. Bad things are going to happen.



STATES OF BEING THAT LEAD TO ERRORS

Rushed

Frustrated

Fatigued

Complacent



THE DANGEROUS PATTERN

It begins with the employee or task; the employee learns a new routine with an attitude of honesty and humility which builds confidence which in turn builds healthy self-esteem. Competence develops along with a sense of worth and value to the team: the employee feels safe. Here is when the employee needs to become more aware because now he/she may become comfortable and familiar with the situation/task, etc. and may begin to take shortcuts with no apparent problems. DANGER AHEAD!

COMPLACENCY LEADS TO POOR SECURITY PRACTICES

- Failure to properly perform searches
- Failure to check ID cards
- Sleeping or exercising on duty posts
- Overlooking contraband and other material
- Incomplete cell searches
- Failure to make security checks
- Poor key and tool control
- Showing favoritism to inmates
- Separation from other staff

All this leads to nothing but trouble for the staff and in turn the facility.

WAYS TO BATTLE COMPLACENCY

ON GUARD!

The “guard” you should be “on” is another way of describing your level of alertness. So long as you are awake your senses are paying some level of attention to what is happening around you. Specific and purposeful attention requires effort...and focus.

COMBAT COMPLACENCY

Know that change is inevitable.

Roll with the punches-Change may not be understood by all employees, but know that in most cases it is best for the organization as a whole.

Seize new opportunities-
"That's not my job description"
should not be a phrase in anyone's vocabulary

Embrace new opportunities



FIGHT THE GOOD FIGHT

- Ask for feedback- It is a powerful tool. It is the fastest way to discover if you are completing (doing) the task correctly, if you could do better, or if you could do it more efficiently.
- You should actively seek out pointers from supervisors and fellow co-workers.
- Set goals- redefine other goals as you achieve them.



ONE MORE THING



Document your achievements and then utilize this documentation at the annual review time with a focus on your results.



AS A SUPERVISOR:

SUPERVISORS

Observe behaviors. As a supervisor it is extremely important to monitor your workforce for signs of complacency. Supervisors know their staff better than anyone and should be able to identify when workers become too comfortable or overconfident. One telltale sign is taking shortcuts to complete routine tasks.



SUPERVISORS

Supplement group training with individual assistance. A supervisor's job is to ensure that group training is reflected in individual on-the-job situations. You must make the training immediately relevant to the workers.

Anytime an employee is found performing a task contrary to training, the supervisor must address it on the spot. Individual work instructions are very effective when delivered immediately in response to an unsafe work environment.

SUPERVISORS



Communicate upwards. Supervisors are accustomed to receiving instruction from higher level management and disseminating the information among employees. However, communicating safety needs from employees to managers is a great way to fight complacency as well.

Employees want to know that their supervisors truly are concerned with their individual well-being

REDUCING COMPLACENCY

SELF CHECK

HOW DO I APPROACH MY JOB

FEARLESS

- With boredom and disinterest
- Sometimes I under or overestimate offenders
- It's a piece of cake
- Maybe a little overconfident
- I know I'll never fall for inmate games

SAFE

- Whatever my task, I do my best
- As part of a team
- With a degree of humility and honesty
- With a teachable attitude
- Watchful and alert

REDUCING COMPLACENCY

Complacency can be reduced through training, audits, and policy and procedure. To get a feel for the effects of complacency in a prison, prison administrators can consider whether staff members enjoy coming to work, how the facility looks, and whether procedures have room for improvement.

Gordon Graham, a risk management expert, emphasizes using everyday training to combat complacency. Ten minute briefings on high-risk, low-frequency incidents can be repeated to get the point across.

Working in an environment that can kill you makes training realistically all the more important. Scenarios must be as realistic as possible. This helps improve awareness of harmful conditions.



SITUATIONAL AWARENESS

ONE OF THE EXPERTS

Dr. Richard Gasaway , widely considered to be one of the nation's leading authorities on human factors, situational awareness and the decision making process used in high stress, high consequence work environments has this to say about situational awareness:



“We develop and maintain situational awareness by being perceptive about what is happening around us. To be perceptive, we must pay attention to what is going on in our environment. We can employ all of our senses to help us pay attention – seeing, hearing, feeling, tasting and smelling. However, if we let your guard down, our awareness of things can slip by... REALLY big things. One way of letting our guard down is complacency.”

TAKE A LOOK

The Titanic is a good example:

A catastrophe occurred because leaders overlooked elements that individually might not have led to disaster—such as no safety drills, too few lifeboats, the knowledge that other ships had seen ice, and a lack of binoculars in the crow's nest. (Jon Hess, Undersheriff)



Vigilance is essential because when complacency becomes an element of agency culture and leaders allow the agency culture to go slack, such that professionalism is not upheld, the agency itself will be the victim.



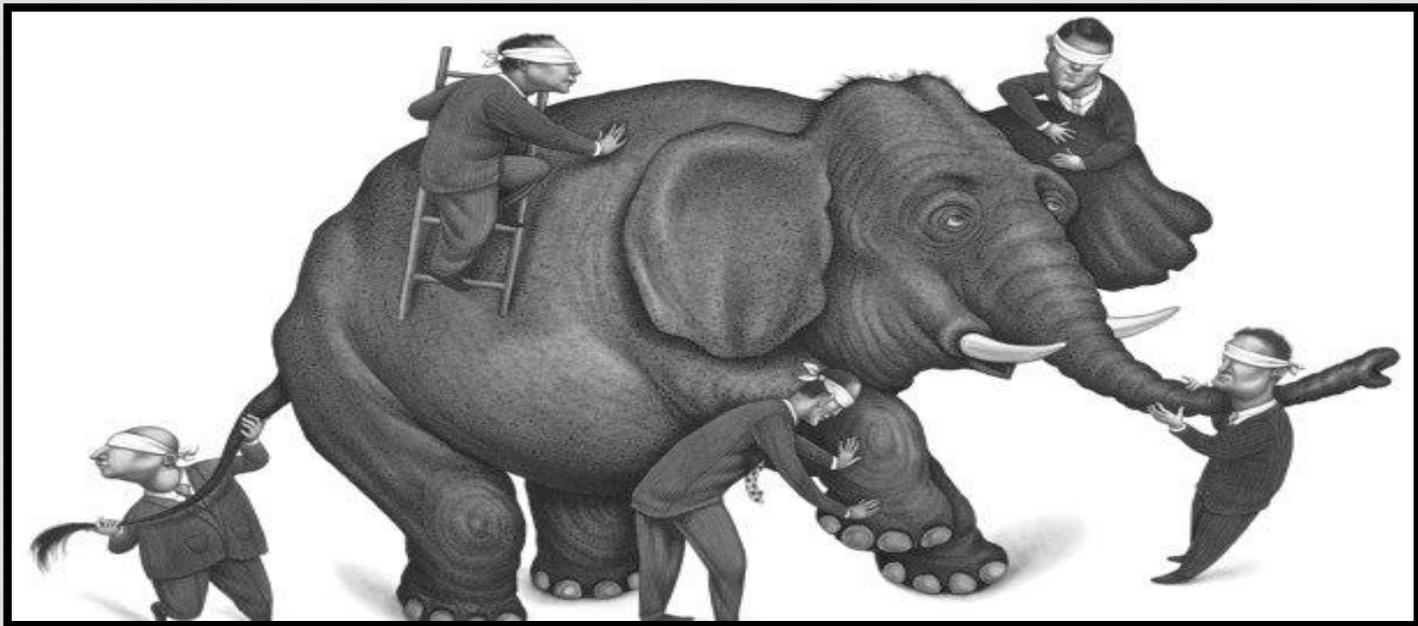
CHANGE



As everyone should be well aware-the corrections environment changes rapidly, sometimes moment to moment!

Supervisors, officers and staff alike must pay attention to behavior from peers that compromises facility safety.

It is perception that allows you to become aware of what is happening and in some cases not happening around you. It is the foundation of your situational awareness—capturing the clues and cues that form understanding.



Understanding or comprehension is the second level of situational awareness. This becomes the foundation for the highest level which is projection-projecting future outcomes. This all hinges on being alert-being on guard-always training and always on guard for things that can kill you.



Hess closed his remarks at the National Institute of Corrections with a quote from Colin Powell:

“If it ain’t broke, don’t fix it’ is the slogan of the complacent, the arrogant, or the scared. It’s an excuse for inaction, a call to non-arms.”



NEW YORK ESCAPE 2015: A LONG STORY, BUT WELL WORTH THE READ

Night after night for months, David Sweat slipped through a hole he had sawed at the back of his cell in the Clinton Correctional Facility in northern New York. He would plumb the catacomb-like tunnels beneath the prison, where he was serving a life sentence for murder, searching for an escape route, confident that the guards would have no idea he was gone because they were asleep. Then he would return to his empty bunk.

His explorations began this past winter and continued through the spring. They took him underground almost every night for hours until he finally stumbled on what would become, through trial and error and countless hours of grueling work, his subterranean route out.

It is a story of patience, timing, determination and physical strength — born perhaps of a life of incarceration — along with good luck, and a MacGyver-like sense of ingenuity. For example, when Mr. Sweat was trying to cut through a concrete wall and heat from steam pipes in the underground passage became unbearable, he rigged a fan taken from his cell using electricity from the tunnel's lights.

But it is also a story of neglect by those who were supposed to keep Mr. Sweat behind bars; of rules and procedures ignored; and of a culture of complacency among some prison guards, employees and their supervisors, whose laziness and apparent inaction — and, in at least one instance, complicity — made the escape possible.

Mr. Sweat's statements, one of the people briefed on the account said, have in large measure either corroborated or otherwise been found credible. They have provided the authorities with a treasure trove of information about how he and another convicted killer, Richard W. Matt, were able to escape.

But it is also a story of neglect by those who were supposed to keep Mr. Sweat behind bars; of rules and procedures ignored; and of a culture of complacency among some prison guards, employees and their supervisors, whose laziness and apparent inaction — and, in at least one instance, complicity — made the escape possible.

Mr. Sweat told the investigators that the plan had long been in the works but that his efforts began in earnest after he was transferred to a cell next to Mr. Matt's in late January. Almost immediately, he began using a hacksaw blade during the night to cut a hole in the back of his cell, and then cut through the back of Mr. Matt's cell, several of the people said.

An inmate asked about the noise, telling Mr. Matt that he heard something that sounded like sawing. Mr. Matt, a painter who had provided some of his works to at least one corrections officer in exchange for favors, told the inmate that he had been stretching canvas or working on a frame,

He would wait each night until after the 11:30 head count to crawl through the hole, shinny down a series of pipes going down several stories and begin roaming the tunnels. He would return to his cell each morning before the 5:30 a.m. count, camouflage his portal to the maze below and start his daily routine.

At one point he found what he thought would be his way out — a sewer pipe, which he noted was the escape route used in the 1994 film “The Shawshank Redemption,” one of the people said. It turned out to be a dead end.

But he did not give up. Later, according to his account, Mr. Sweat found a spot in a tunnel that ran beneath the prison's outer walls where a series of pipes passed through the tunnel wall. Mr. Sweat told the investigators that he could see, along the length of the pipes as they traveled through the wall, that they emerged on the other side in another tunnel, some 20 feet away, outside the prison's walls.

Using a sledgehammer and some other pilfered hand tools, he began to chip away at the concrete of the tunnel wall. Because of the dust and grime, he took a second set of clothes into the tunnel to serve as work coveralls.

The wall was rock solid, however, and progress was maddeningly slow, according to his account. But he got lucky. Around May 4, when the prison shut down its heating system for the season, one of the pipes, a blistering 24-inch steam main, started to cool. So he opted for a shortcut and decided to cut into the large pipe, which traveled through the large concrete wall. Using hacksaw blades with handles fashioned from rags, it took him more than four weeks of methodical work to cut holes into and out of the pipe that were large enough for the men to crawl through.

Days later, after they had completed work on the pipe, and after first conducting a dry run to check the route, he and Mr. Matt left Clinton for what they hoped would be the last time, emerging from a manhole cover outside the prison wall in the summer darkness.

The pair apparently gave far less thought to what they would do once outside the prison. A civilian worker who was supposed to pick them up in a car, Joyce E. Mitchell, never showed up, and without an apparent Plan B, Mr. Sweat and Mr. Matt fled into the woods.

WHY IT IS DANGEROUS



It allows offenders to easily predict our actions and seize the initiative.

Symptoms are not obvious as they might appear, but usually become obvious in hindsight.

The real danger comes from how easily and *gradually* the disease can creep into our thinking.

Remember it is a slow fade from black and white to gray.

INTERNAL FORCES THAT CAN CAUSE THE DISEASE

- Overconfidence
- Taking risks
- Dismissing feedback
- Pride/Arrogance
- Feeling invincible
- Knowing all the answers
- Overestimating one's own expertise

EXTERNAL INFLUENCES

**Over
crowding**

Understaffed

Budget cuts

**Poor
communication**



Long hours

Low morale

Job Stress

Burnout

THE DISEASE SPREADS



Complacency, like a disease, is spread from one employee to another.



One employee sees another taking a shortcut and figures, "If they can do it so can I."



If left unchecked, shortcuts and negative attitudes (low moral) can spread quickly to epidemic proportions.



VIRUS CARRIERS

Seven Well- known Virus Carriers:

- The Perfectionist
- The Rumor Monger
- The Uncommitted
- The Pessimist
- The “It’s Not My Job”-er
- The Resister
- The Steamer
(always steaming about something)

REACTION

Reacting to a negative situation is instinctive.

It is natural, easy, and part of our defense system.

Reactions are determined by external circumstances.

An angry reaction or blaming others will make *you* susceptible to the virus, spreading it even faster.

STOP THE VIRUS

Instead of focusing on a situation over which you have no control, focus on a positive response to a virus carrier.



A thought-out acknowledgement or reply is behavior that comes from internal knowledge and is based on personal values and choices.

We need to train ourselves to find and use a positive response that will create the best possible outcome, thus helping stop the virus.

RECOGNIZE SYMPTOMS



Sometimes the symptoms are not often apparent

Comfortable/familiar with routines and tasks

Recent successes in taking shortcuts

Attitude of overconfidence/arrogance/invincibility

Unrealistic expectations

The symptoms build on one another and can develop into a full-blown, possibly fatal situation

FREE VACCINATION

Arm yourself with a thorough awareness and recognize that there is a complacency problem.

Know the disease.

Understand its root causes.

be
the
change

Acknowledge any underlying factors.

ACTION PLAN: ADMINISTERING THE VACCINE

Take responsibility/ownership



Address situations that cause stress

Curb unrealistic expectations

Clarify any issue that can lead to complacency

Recognize attitude problems





Alert others to the debilitating effects of the disease

Inject coworkers and team members with a good attitude (also contagious)

Practice the opposite of complacency which is concern

Replace negative, ineffective reactions with adaptable, positive responses

DOSAGE AND INSTRUCTIONS

When:

Take at the first sign of feeling comfortable and safe. This symptom is a big threat to your well-being and you are drifting into a complacent mode.



Amount:

Administer full dose of realization immediately. Understanding this disease and its symptoms will yield increased vigilance and awareness, making you less likely to succumb to the disease's effects.

Warning....Do Not Overdose. Overdosing may result in the opposite extreme: over cautiousness.

CONCLUSION: GUARD YOUR SAFETY



We cannot afford to let complacency take root in our business.

Use opportunities to get the message across that complacency is dangerous — as dangerous as any machine, chemical, or other hazard.

Let's continue to create a safe and secure work environment with an emphasis on identifying, alerting, planning, problem solving, and prevention.