

Acceptance of Female Correctional Officers in
Institutions for Men: A Canadian Perspective

Copyright by
David R. Lagace

April 22, 1994

Submitted in partial fulfillment
of the requirements for the degree of
Masters of Science in Psychology

Saint Mary's University
Halifax, Nova Scotia

Signatures of Examining Committee:

Approved: Roy O'Day
Faculty Advisor

Approved: R. J. Kinnear
Thesis Committee Member

Approved: [Signature]
Thesis Committee Member

Date: April 22, 1994

Running Head: FACTORS OF ACCEPTANCE



National Library
of Canada

Acquisitions and
Bibliographic Services Branch

395 Wellington Street
Ottawa, Ontario
K1A 0N4

Bibliothèque nationale
du Canada

Direction des acquisitions et
des services bibliographiques

395, rue Wellington
Ottawa (Ontario)
K1A 0N4

Author's Acknowledgement

Author's Acknowledgement

The author has granted an irrevocable non-exclusive licence allowing the National Library of Canada to reproduce, loan, distribute or sell copies of his/her thesis by any means and in any form or format, making this thesis available to interested persons.

L'auteur a accordé une licence irrévocable et non exclusive permettant à la Bibliothèque nationale du Canada de reproduire, prêter, distribuer ou vendre des copies de sa thèse de quelque manière et sous quelque forme que ce soit pour mettre des exemplaires de cette thèse à la disposition des personnes intéressées.

The author retains ownership of the copyright in his/her thesis. Neither the thesis nor substantial extracts from it may be printed or otherwise reproduced without his/her permission.

L'auteur conserve la propriété du droit d'auteur qui protège sa thèse. Ni la thèse ni des extraits substantiels de celle-ci ne doivent être imprimés ou autrement reproduits sans son autorisation.

ISBN 0-315-90962-5

Canada

Acknowledgements

I wish to thank a number of individuals who have been instrumental in the success of this research effort. The support of the staff from the Correctional Service of Canada was excellent. The research department at prairie regional headquarters, wardens, and personnel departments all assisted with their support and providing of information. My special thanks to Dr. Roger Holden who prompted me with continued enquires as to my progress, as well as, provided the necessary feedback I required to complete this project.

Furthermore, I would like to express my thanks to my thesis committee, Doctor's Rory O'Day, Bob Konapasky and Eric Lee, for their continued patience as I endeavored to meet this commitment. Eric and Rory were particularly helpful in providing feedback with the statistical analysis and grammatical correctness of the report.

Finally, I would like to thank the woman who has supported me and encouraged me to continue throughout the entire effort I have made to achieve my Masters Degree. Brenda was always there for me and I dedicate this achievement to her.

Table of Contents

Abstract	4
Introduction	5
Method	
Participants	19
Materials	22
Procedure	25
Results	27
Discussion	35
Organizational Factors	36
Individual Attributes	40
Practical and Theoretical Implications	42
Conclusion	47
References	48
Tables	52
Figures	57
Appendicies	
A. Questionnaire	60
B. Cover Letter One	64
C. Cover Letter Two	66

Abstract

Acceptance of Female Correctional Officers in
Institutions for Men: A Canadian Perspective

David R. Lagace

Submitted April 22, 1994

Correctional officers (CO's) at five federal correctional facilities in the central prairie region of Canada were surveyed to determine their attitude toward their role as CO's and corrections in general. This study focused on the male respondents (n=290) and their attitudes toward working with women as CO's. The purpose was to determine which individual attributes of male CO's (age, race, education or marital status) or organizational factors (working relationship, custody orientation, stress, job satisfaction, length of service, prison security level, team effort or rank) on the part of male CO's were predictive of a favorable or unfavorable attitude toward their female co-workers. Utilizing a stepwise multiple regression procedure, at a significance level of .05, it was found that custody orientation, working relationship with female CO's and level of education were the only significant factors related to male CO's attitude towards female CO's. The results of this study suggest that organizational factors are more strongly related to attitudes favorable to women correctional officers than individual attributes.

Acceptance of Female Correctional Officers in
Institutions for Men: A Canadian Perspective

As women have moved into occupational areas which have traditionally been the domain of men, the field of corrections has not been exempt from sexual integration pressures. After all, prison work conjures up a "front line" imagery of hard dangerous work requiring physical prowess and courage. This stereotypical sex role notion tends to support the belief that prison work is "men's work" and that women should not or can not do the work.

As indicated by Etheridge, Hale and Hambrick (1984), women have struggled over the past two decades for the right to work in corrections and as they became aware of the salary and promotion differentials between the jobs they held and those held by men, they have also sought equality. The struggle has been long and difficult. Issues of security, inmate privacy and physical qualifications have been cited as outweighing womens' rights to equal opportunity (Etheridge, Hale & Hambrick, 1984). Recently those barriers have been largely removed, leaving two principle reasons for employing women in corrections unchanged: the doctrine of fundamental fairness and the need to expand corrections' talent pool (Johnson, 1992). As one correctional specialist recently stated, "female correctional officers have worked hard to make a place in today's prison system. We are virtually everywhere, from community

corrections to maximum security, from top level administration to housing units. We are no longer a rarity" (Jones, 1990).

What now remains are those more subtle and less tangible human barriers that operate on a daily basis in the workplace itself. It is one thing for the courts to decree that women have the right to work in male corrections and quite another thing for women to put that into action. The real challenge has been not only to survive but to succeed on the job itself. This task clearly involves the interaction between the female correctional worker, her supervisors, co-workers, the inmates, and the community at large.

Szockyj (1989) indicated that, in Canada, minimal attention has been paid to the receptivity of institutional organizations and co-workers to the presence of women or their effectiveness in the performance of correctional duties. To partly address this shortcoming, the objective of this research is to focus on the Correctional Service of Canada (CSC) in an attempt to identify factors thought to be related to male correctional officers having favorable or unfavorable attitudes towards female correctional officers. Determining these factors could help facilitate an understanding of attitudinal barriers that serve to reinforce negative attitudes and impede the continued integration of female officers into the system. This

study was done in collaboration with Dr. Steven Walters from the University of Wisconsin in Plattsville. Walters (1993) investigated attitudes of male correctional officers towards women as co-workers within the correctional system of the United States. To enable direct comparisons between the Canadian and American systems the same procedures, variables, and analyses used by Walters (1993) were utilized in this study.

During the 1970's and 1980's, federal and provincial governments introduced female correctional officers into prisons for men (Szockyj, 1989). This integration movement was in part the product of affirmative action, and especially equal opportunity laws at the provincial and federal levels (Jacobs, 1981). Prior to this shift in policy, women had been excluded from entry level correctional officer positions and, since corrections has adopted the tradition of selecting from within its institutional ranks for promotions, women had been, to a large extent, deprived of a major employment avenue (Szockyj, 1989). Women had worked in prisons before this shift, but mostly in women's prisons or, if employed in a men's prison, it was "outside the gates" and most often in a clerical position.

The above factors helped to facilitate correctional administrators to hire more women, with CSC spearheading a policy of equal opportunity for women within that federal system (R. Holden, personal communication,

February 23, 1994). Their use within prisons is still under debate (Zimmer, 1986 & Jacobs, 1981) but several researchers have noted the special benefits of employing female correctional officers. For example, the presence of female correctional officers has been found to have a "normalizing" effect on prisons. (Morris & Hawkins, 1970; Peterson, 1972; Wicks, 1980), making them more like the diverse sexual world outside their walls. It has also been observed that women correctional officers appear to have superior ability to diffuse potentially violent situations through nonviolent means (Kissel & Katsampes, 1980; Zimmer, 1986). Other researchers have hypothesized that the stereotypical "feminine" characteristics of women will make prisoners more accepting of a rehabilitative or service role for correctional officers (Jurik, 1985 & Crouch, 1985). In addition, Horne (1985) points out that female correctional officers are received quite positively by male inmates. One of the primary reasons for this being that they seem to provide a tangible source of erotic fantasy for the inmates and, therefore, provide an outlet for sexual release through masturbation. Another reason female correctional officers are liked by inmates is because of their "softer" and more humane intervention style (Jurik, 1985).

It is important to note that not all male correctional officer's have negative attitudes towards

female correctional officers. For example, Kissel and Katsampes (1980) report that male correctional officers in their study manifested very favorable attitudes toward women guards, with 68% stating that women officers performed their jobs satisfactorily and 32% stating that women officers performed in a very effective manner. In addition, in a study by Walters (1993) he reported that 58% of male correctional officers made positive statements about their working relationships with women officers, with 20% ambivalent and 22% negative.

In a report from the Task Force on Barriers to Women in the Public Service of Canada, Edmonds, Cote-O'-Hara & MacKenzie (1990) state that the government of Canada is committed to the principle of equal employment of women in the public service (including corrections) and has implemented special programs and measures to facilitate the employment of women. They further state that significant progress has been made to date in the overall participation of women in the federal public service across occupational groups and that more women now hold management positions than in the past.

However, because of the progress, women are now moving into jobs where there are few female role models to guide them. As well, data indicate that women remain under represented in specific occupational groups when compared to labor force availability (Edmonds, Cote-O'-Hara & MacKenzie, 1990). Finally, women still

tend to be concentrated in lower hierarchical levels of occupational groups, even in female dominated groups. Edmonds et al. (1990) suggest that barriers to the employment and promotion of women continue to exist. Specifically, there may be attitudinal barriers on the part of men that prevent women from aspiring to achieve equal status in jobs and positions within the public service. Clearly, expectations for women have changed over the past two decades but not so much that women's ability to perform jobs traditionally held by men goes unquestioned, especially if the job entails the exercise of power and authority (Zimmer, 1987).

The federal public service is in a decade in which Canadians are expected to produce more with fewer resources. At the same time, public service managers are likely to see an emerging work force that looks different and is different. For one thing, they will find a lot more women in it: by the end of the decade, women will account for more than half the labor force (Edmonds et al., 1990). Women in the labor force are more likely than their mothers to be better educated, to have children at home, be single parents or part of a two job family. As both men and women seek a balanced life-style, their attitudes towards work are changing and so are their skills.

In the past fifteen years there have been some significant changes with women's participation in the

labor force. Edmonds et al. (1990) observed that in 1990 Statistics Canada reported that almost 58% of all Canadian women work outside their homes, compared with 44% in 1975. Women now represent 44% of all Canadian workers and in 1975, they represented only 37% of the work force. However, in skilled trades that have been traditionally seen as "men's work", women represent only 13% of that category. Within the CSC there is a slight improvement with 14% of all correctional officers being female.

The public service manager of the 1990's has to deal with an emerging labor force that predicts a shortage of skilled workers in key areas and a labor force that is growing much slower than it ever has in the past 20 years. In this context, identification and elimination of barriers to women in the work force becomes a critical management issue, crucial to the managers own advancement.

As further stated by the task force (Edmonds et al., 1990), in the public service on the whole, women are employed in numbers that reflect their participation in the labor force: they are largely confined to a few occupational groups and compressed into the lower levels of pay and status. They face barriers to movement into key occupational groups and to advancement into top levels, even within occupational groups in which they predominate. They are not employed up to their potential and they leave the public service because of this. Women

now advance slightly faster than men in the public service as a whole, but most of this advancement is in very small increments starting at low levels, with the current rate of advancement being slow in bringing about the necessary change.

Meanwhile, the aging of the public service employees and the changing demographic nature of the labor force will require the public service to rely more heavily on women as candidates for recruitment and employment. Unless barriers to advancement are diminished, the public service will not be able to attract and retain capable, well-educated women, for whom they will have to compete with a private sector that already recognizes the challenge that faces them to secure the necessary work force in this decade.

The task force (Edmonds et al., 1990) recommends that it is necessary to reduce barriers so that competent women can compete at any level and in any group with equally competent men. To achieve this there are four basic recommendations: 1) Take gender balance seriously. Make a commitment to achieve it; 2) Treat the lack of gender balance as a management problem, not as a women's issue peripheral to management. Make its solution part of the management process and track progress openly; 3) Take action on system improvements that have been recommended in the past; and 4) Do not expect the system improvements to solve the problem alone; tackle the

attitudes and the organizational culture. The present research is based on this final recommendation and is an attempt to identify those individual and organizational variables that mediate the attitudes of male correctional officers toward female correctional officers.

The barriers faced by women in today's public service are for the most part less obvious than those of the past. The regulation requiring women to resign upon marriage (which was revoked for the public service, with some notable exceptions, in 1955) was an easily identified barrier, with a readily apparent solution.

Numerous studies have shown that female correctional officers are generally viewed positively by male inmates while most resistance to their working in male prisons comes from their male co-workers (Peterson, 1982; Jurik, 1985; Zimmer, 1986; & Owen, 1985). In fact, Horne (1985) has gone so far as to state : "Negative male attitudes towards women in corrections have been the most significant factor in hindering the advancement of female CO's. No solid proof supports this male bias against female CO's, but none is needed, since males run the correction agencies. The feeling was, and still is, among the majority of male officers, that "prison work is a man's work".

Those male correctional officers who are opposed to the employment of women as prison guards in male prisons have based their arguments on their perception of several

problems. These include issues of inmate rights to privacy (Alpert, 1984; Horne, 1985; & Jacobs, 1981), the physical and psychological abilities of women (Jurik, 1985; Parisi, 1984; Simpson & White, 1985; & Zimmer, 1986), and problems of sexuality (Parisi, 1984; Crouch, 1985; Jacobs, 1981; Jurik, 1985; Peterson, 1972; & Zimmer, 1985).

Today's barriers are generally more subtle and integrated, forming an intricate pattern of confinement and limitation, rather than opportunity. In addition, the difficulty in addressing today's barriers is the phenomenon of "lip-service." It is no longer acceptable, as it once was, to be open about airing sexist attitudes, but this does not mean that they have disappeared. They are simply harder to uncover. For example, a senior management meeting held to review lists of "high flyer" female employees is often the full extent of attention given to the issue, followed by a return to business as usual (Edmonds et al., 1990).

The task force (Edmonds et al., 1990) identified negative attitudes as the most significant barrier faced by women in today's public service. In addition, it was pointed out that the nature of the barriers and the extent to which they are a factor varies somewhat depending on the type of work a woman is doing or, in other words, the organizational culture. The organizational culture is not only the rules and

regulations of an organization, but also the informal structures and codes of acceptable behavior that operate in that environment.

Edmonds et al. (1990) state that the organizational culture of the public service can be best described as the "old boys' club", which excludes women both physically and psychologically. In addition, they point out that many of the pioneer women in the senior ranks of the federal public service felt they had to become as masculine in their management styles and indeed in their physical appearance as possible in order to survive. This narrow band of acceptable behavior for women has loosened only minimally over time. The "normal" model is that of a male, with women still judged against that norm. Zimmer (1987) suggested that women should be judged by how effective they are, not by whether their approaches to work are similar to those of men. When women step out of their stereotyped roles or non-traditional jobs there is a potential for resentment, frustration, hostility, and even harassment within the workplace.

In our society, each individual is assigned a role or set of roles that is learned through socialization (Bowersox, 1981). Therefore, the defining attitude of a "woman's place" starts early and is deeply ingrained in both men and women by the time they reach the work force. The majority of women are in support, not supervision;

administration, not management; conventional occupations, not non-traditional fields. The stereotype at work is derived to a large extent from women's traditional roles - mother, wife, daughter. It is assumed that women, especially those with children, lack ambition and have no valid (that is, economic) incentive to progress. Work is something they do until they marry and have children, while men do serious work to support their families. Images of traditional domestic roles, carried into the workplace, hamper women's attempts to be treated in a professional manner.

Nowhere is gender stereotyping more apparent than in the challenges facing women moving into non-traditional occupations. The first hurdle lies in being taken seriously as a candidate for such a position. Solid educational credentials and hands-on experience are not always enough to overcome patronizing attitudes, paternalism and resentment. For those women who enter non-traditional trades they experience not only frustration with trying to succeed but also resentment from others when they are able to succeed. Strong feelings that women need or want to be coddled or protected are still prevalent in the workplace (Edmonds et al., 1990).

The organizational culture, stereotypes and attitudes towards female correctional officers work to form a pattern that either excludes, undervalues or

belittles the contributions of women. The extent to which these stereotypes are unacknowledged, allowed to flourish without censure and with tacit or open approval, the more difficult it will be for women to achieve an equal footing in the workplace.

It would, therefore, appear that from the preceding discussion, women have faced significant resistance in their efforts to become correctional officers. The differing attitudes expressed by male correctional officers are an important component affecting the ability of females to enter into and perform in the profession. A knowledge of the forces which give rise to these attitudes will enable correctional administrators to better integrate women into their correctional staff. It is on this supposition that this research centers.

Jurik (1985) points out that a complete explanation of the difficulties that women experience in nontraditional occupations can only come by examining the interplay between the organizational dynamics (culture) and individual attributes. Kanter (1976, 1977) criticizes the sole use of individual-level analysis because it assumes that workers create their own fate. Instead, she argues that organizational conditions frame the possibilities for the success or failure of individuals in the workplace by shaping work and promotional opportunities. Therefore, organizational environments which reinforce sexist attitudes and

practices may thereby limit the advancement opportunities for women in nontraditional occupations.

Individual attributes encompass such characteristics as age, sex, education level, race, marital status, and the like. These variables are independent from the occupational environment of the correctional officer. Organizational dynamics, consisting of the institutional environment and the organizational structure of the prison itself, may also shape the attitudes of guards (Jurik, 1985; Simpson & White, 1985; & Walters, 1990). Kanter (1976, 1977) identified three organizational variables within the structure - the opportunity structure, the power structure, and the sex ratio - which affect occupational role performance and shape the biases against women held by others in the workplace. The institutional environment consists of organizational factors, such as facility type, rank, length of service, job satisfaction, job stress, a custody versus rehabilitative approach to corrections, and the like. These are very important contributors to the understanding of attitude formation.

In a study by Walters (1993) he discovered several variables that were significantly related to the acceptance of women correctional officers by their male counterparts. These variables included the quality of the working relationship with women officers, job satisfaction, custody orientation, education level, and

prison type. Walters points out that there is a dominance of those variables defined as institutional or organizational factors over those defined as individual attributes. This underscores the importance of the prison environment in the development of correctional officer attitudes.

The purpose of this study is to assess which factors are related to male correctional officers holding favorable or unfavorable attitudes towards the employment of women as correctional officers at institutions for male inmates in Canada. These factors will be identified as being either individual or organizational in nature. It is hypothesized that organizational factors will play the greatest part in predicting the attitude of male officers toward female officers. In addition, this study will also indicate the attitude status of male correctional officers towards female correctional officers. With the gains made by females in overcoming past barriers in Canada and the trend to integrate women into Canadian corrections, it is hypothesized that this study will reflect an increase in a "pro-women" correctional officer attitude by male correctional officers in the Canadian correctional system as compared to American correctional system.

Method

Participants

Questionnaires were sent to all 866 correctional

officers employed in direct inmate custody duties at five major federal correctional facilities in the central prairie region of Canada. Lists of officers were obtained from each facility's personnel office with prior approval from the Prairie Regional Headquarters of the CSC. Respondents were selected for the purpose of comparison along the lines of gender, race, age, educational level, length of employment, institutional rank, and type of job assignment. Facilities examined in this research were chosen because they represent contrasting types of correctional environments and provide a broad base for anonymity of respondents. As described in Table 1 these facilities were Bowden, Drumheller, Edmonton, and Stony Mountain Institutions and Saskatchewan Penitentiary, all within the Federal CSC.

Insert Table 1 about here.

All facilities involved in this study house only male inmates, with security levels ranging from low minimum security at Bowden Institution to maximum security at Edmonton Institution and Saskatchewan Penitentiary. Even though Bowden Institution has the greatest number of inmates, Saskatchewan Penitentiary has the largest complement of correctional officers. This is a consequence of each facility's organizational structure and its level of security. Stony Mountain Institution is

the oldest Institution in the Prairie Region, constructed of solid stone and mortar - a prison structure reflecting the traditional philosophies of custody and incarceration.

CSC has a Mission Statement (Correctional Service of Canada [CSC], 1990) which actively encourages all Institutions to rehabilitate offenders while exercising reasonable, safe, secure and humane control, through the operational model designated Unit Management. The model fosters the integration of case management, program and security functions, provides a focus for staff interaction with offenders, and standardizes correctional practice throughout the system.

An example of this approach is demonstrated at Bowden Institution where there is a campus type atmosphere with inmates housed in cubicles rather than cells to facilitate the living unit program. Program design emphasizes the involvement of specially trained staff interacting with inmates in all activities, including: living, program, and work areas. This concept facilitates the identification of potential problems and thereby increases the ability of staff to intervene with preventative programming. In addition, Bowden has a minimum security Annex that provides a "quarter way" setting to better prepare inmates for reintegration back into society. Approximately 40% of offenders at Bowden are sexual offenders.

Materials

A prototype questionnaire (Appendix A) developed by Walters (1993) was utilized for this study. Changes were made to the education, security level, and rank sections of the demographic data because of the variations between Canada and the United States.

The questionnaire was comprised of three major sections. The first elicits basic information about the officers and their careers in corrections. Data concerning respondents' age, length of experience, education, marital status, race, rank, security level and the security level of their prison facility were gathered.

The second section contains several scales which attempted to measure respondents' attitudes toward their role as correctional officers. The reliability of each scale was assessed utilizing Cronbach's Alpha (Cronbach, 1970).

The first scale, which serves as the dependent variable, was developed by Simpson and White (1985). It measures the level of acceptance of women correctional officers by male correctional officers. Comprised of seven items, Walters (1993) modified it from an original four response scale to an eight response scale to allow respondents a greater range of choice. The scale yielded a Cronbach's Alpha of .91 in this present study. Scores on this scale could range from a low of 7 to a high of

56. Higher scores indicate a greater degree of acceptance of women as correctional officers.

The level of job satisfaction experienced by respondents was measured by a scale developed by Cullen, Link, Wolfe, and Frank (1985). This five item scale utilizes a multiple-choice format. Job satisfaction scores could range from a low of 5 to a high of 16, with higher scores reflecting higher levels of satisfaction. In this present study a Cronbach's Alpha of .83 was achieved with the utilization of this scale.

Preference of respondents for a custodial approach to corrections, as opposed to a more rehabilitative approach, was determined through the use of a four item, Likert type scale developed by Poole and Regoli (1980). This scale yielded a Cronbach's Alpha of .74 in this present study, with scores that could range from 4 to 32. Higher scores indicated a greater degree of preference for a custody-oriented approach to correctional work.

A scale designed to measure a correctional officer's team effort or, more specifically, their approach in working together as a team was utilized. This three item scale, developed by Walters (1993), yielded a Cronbach's Alpha of .77 in this present study, with scores ranging from 3 to 21. Higher scores reflected a perception of increased team effort.

The final scale involved a measurement of perceived work stress. Developed by Cullen et al. (1985), this six

item Likert type scale produced a Cronbach's Alpha of .84 in this present study. Scale scores could range from 6 to 48, with higher scores reflecting greater levels of job stress.

As in the case of the women officer acceptance scale, these last three scales were modified from their original forms by Walters (1993) to allow for eight possible responses. This provided respondents with a greater range of choice and produced interscale consistency within the questionnaire.

The third major section of the questionnaire was comprised of three open-ended questions attempting to differentiate between officer's attitudes, that were measured in previous scales, and their perceptions of actual behaviors which, it was hypothesized, may give rise to these attitudes. Specifically, this section measured how the correctional officers view the 'quality' of their working relationships.

Questions included:

1. Please answer either A or B below, whichever is appropriate in your case.
 - a. If you are a female correctional officer, how would you characterize or describe your working relationship with male correctional officers?
 - b. If you are a male correctional officer, how would you characterize or describe your working relationship with female correctional officers?

2. How would you characterize or describe your working relationship with correctional officers of the same gender?

3. Do you feel that women correctional officers bring any special or unique characteristics to the prison environment? Please describe.

Responses to the first and second open-ended questions were categorized as being either positive, ambivalent, or negative, based on the general tone of the response. Responses to the third question were coded as 'yes/no' and any descriptive discussion was noted for discussion. Utilizing the above directions categorization and coding of responses were carried out by a single researcher to maintain consistency of interpretation.

Procedure

Correctional officers received the questionnaire at work through the internal prison mail system. To ensure anonymity each individually addressed questionnaire was accompanied by a return mail envelope to be sent directly to this researcher. In addition, in an attempt to ensure that no coercion or deception was involved, a covering letter (Appendix B) accompanied each questionnaire. The letter provided information concerning the purpose of the research and ensured respondents that their responses would be anonymously analyzed and held in strict confidence.

Several weeks following the first distribution of questionnaires a complete second mail out was made to the entire sample. This included a follow-up cover letter (Appendix C), a second questionnaire, and a return envelope. Again respondent confidentiality and anonymity was assured. It was hoped that this follow-up distribution would increase the return response rate.

To conform to the standard analysis requirements, established with Dr. Walters prior to this study, a stepwise multiple regression procedure was utilized through SPSS to analyze the data. It was felt that stepwise regression, which combines features of both forward and backward selection, would provide the most valuable information. The intention was to obtain the smallest number of predictors accounting for the greatest amount of variation. A statistical significance level of .05 was selected as the cut off for including variables in the regression equation. When non-interval variables were included in the regression analysis they were replaced with dummy variables. Dummy variables were coded in the following manner: Marital Status (married = 1, single = 2, divorced = 3, other = 4); Race (white = 1, nonwhite = 2); Prison Security Level (minimum = 1, medium = 2, maximum = 3, other = 4); Rank (CO1 = 1, CO2 = 2, CO3 = 3, Other = 4); and Working Relationship with Women Officers (positive = 1, ambivalent = 2, negative = 3).

Results

Of the 866 correctional officers surveyed 342 questionnaires were returned. Three of these were incomplete, leaving 339 usable questionnaires and an overall response rate of 39%. Of the usable questionnaires, male correctional officers returned 290 (86%) and female correctional officers returned 49 (14%). This response rate is consistent with the gender distribution of officers within the Correctional Service of Canada (e.g., 14% female and 86% male). Because the primary focus is the attitudes of male officers toward female officers, only the questionnaires returned by male guards were utilized.

Male officer respondents had a mean age of 39.4 years ($SD = 8.75$). Sixty-one percent had completed a high school education, 19% had attended college, and 19% had attended university, with 13% of these obtaining a university degree. Seventy-seven percent were married, 10% were single, and 13% were either divorced, separated, or were in common-law relationships. Eighty-three percent were white and 10% were nonwhite. Seven percent ($n=21$) of respondents failed to respond to the question on race, with fifteen indicating that in their opinion ethnic origin had nothing to do with the survey. From the lowest to the highest ranks or positions, 37% of respondents were Correctional Officer Ones's (CO 1), 52% were Correctional Officer Two's (CO 2), 5% were

Correctional Officer Three's (CO 3), and 6% were other (such as Correctional Supervisors or Case Management). The mean length of service as a correctional officer was 11.2 years (SD = 6.75). Fifteen percent (n = 43) were employed in minimum security, 53% (n = 153) in medium security, and 32% (n = 94) in maximum security.

Based on this sample, male correctional officers expressed favorable attitudes toward their female co-workers. Seventy-five percent (n=216) stated that they had a positive working relationship, 5% (n=14) were ambivalent concerning their relationship and 21% (n=60) stated that they had a negative working relationship with female correctional officers.

Data from the male correctional officers were analyzed utilizing a stepwise multiple regression procedure. Variables were dichotomized into individual attributes, which describe non-prison related characteristics of the correctional officers, and organizational factors, which are directly related to the officer's interactions with the prison environment. The four individual attributes were age, marital status, race, and education level. The eight organizational attributes were working relationship with women officers, job satisfaction, custody orientation, prison security level, length of service, job stress, team effort, and rank.

By examining the data in Table 2 it appears that the

Insert Table 2 about here.

organizational factors are more strongly related to attitudes favorable to women correctional officers. This finding was further confirmed by the stepwise multiple regression analysis of both individual and organizational factors. The data in Table 3 clearly indicate that

Insert Table 3 about here.

education level is the only statistically significant individual attribute ($p < .014$) contributing to the male officers' attitudes towards women officers.

As demonstrated in Table 4, when the influence of the individual attributes is removed from the regression analysis, there is an increase in the relationship between the organizational factors and attitudes favorable to women correctional officers. Length of service ($p < .000$) and job satisfaction ($p < .000$) both become statistically significant variables in the relationship.

Insert Table 4 about here.

The results in Table 2 indicate that the lower the

custody orientation the more positive the working relationship with women officers. Also, the higher the respondents level of education, the greater the acceptance of women as correctional officers. Other individual attributes, including race, marital status, and age, as well as the organizational factors, including stress, job satisfaction, length of service, prison security level, team effort, and rank, failed to play a statistically significant role regarding attitudes towards female correctional officers.

Prior to commencing the regression analysis a decision had to be made with regard to dealing with cases having missing-values. There was concern that the pattern of missing-values may not be random and that missing values for a variable may be related to the values of that variable or other variables which, in turn, could create skewed response patterns in the data. Three basic methods were considered to deal with this.

The first involved listwise missing-value treatment, in which a case would be eliminated if it had a missing-value for any of the variables on the list. The second involved a pairwise missing-value treatment, whereby all cases with complete information for any of the variables would be utilized for that variable, regardless of whether the cases had missing data for any other variable. And finally, the third option involved excluding a variable from the analysis if there were

enough cases missing from that variable. This procedure was not utilized because all variables had a sufficient number of cases.

Pairwise missing-value treatment can lead to inconsistency in how the variables relate and in the sample sizes for each variable, leading to difficulty in interpreting results. For example, male correctional officers who have a high rank may be less willing to report negative attitudes towards female correctional officers because of their concern for political position and/or social acceptance. Alternatively, more highly educated male correctional officers with a lower rank may have a higher positive attitude response rate because of the shift in attitude created within their educational environment.

Therefore, listwise missing-value treatment was utilized to try and increase the reliability or consistency of the results and facilitate easier interpretation. As indicated in Table 2 this provided 228 usable cases to complete the analysis.

To ensure that a linear regression model was appropriate and to draw inferences about the relationship of the variables in the population from the sample, certain assumptions had to be met. These assumptions include normality and equality of variance, independence, and linearity. Violations of the assumptions would make the results difficult to interpret and apply.

The first step was to calculate a correlation matrix for all the variables. Any large intercorrelations between independent variables were considered, as they could substantially affect the results.

As could be expected age ($r = .469$, $p < .001$) and rank ($r = .372$, $p < .001$) were both correlated with length of service. Level of education ($r = -.386$, $p < .001$) was also correlated with length of service. Both stress ($r = -.505$, $p < .001$) and team effort ($r = .313$, $p < .001$) were correlated with job satisfaction.

A test of collinearity was conducted to determine if there was high correlation between the independent variables. The more similar the independent variables the more difficult it is to separate out the effects of the individual variables. As indicated in Table 2 the tolerances of the independent variables are high, indicating minimal linear combination or correlation between variables. In addition, the variance inflation factor (VIF) is low, also indicating little relationship between independent variables.

The goodness of fit for the regression model is partially demonstrated by the coefficient of determination (R^2) in Table 2. Approximately 26% of the variance is accounted for by the independent variables in the equation. The coefficient of determination also provides a way of assessing the relative importance of the independent variables in the equation. Because

custody orientation, working relationship with women officers and education level are not highly correlated, the partial correlation coefficients ($R_{sq} - R_{sq(i)}$) indicate the increase for each independent variable (see Table 2).

Standardized residuals (difference between an observed and predicted value) were plotted against predicted values as well as against each independent variable to determine whether the linear regression model was appropriate. As indicated in Figure 1, the assumption of linearity appears to be met as the residuals are randomly distributed on a band clustering around the horizontal line through 0. This was also the

Insert Figure 1 about here.

case when residuals were plotted against individual independent variables. The spread of the residuals does not increase or decrease with values of the independent variables. Therefore, it also appears that the equality-of-variance assumption is met.

A normal distribution superimposed on a histogram of observed frequencies for the dependent variable supports the assumption of normality (see Figure 2). This is further demonstrated in Figure 3 where the observed distribution is compared to the expected distribution.

Insert Figures 2 & 3 about here.

The two distributions are very similar, with very little variation along the line.

A casewise plot was conducted to determine if there were any outliers. Outliers were examined from three perspectives, including cases that may be affecting the values of the regression coefficients and predicted values, cases that increase the variances of the coefficients, and cases that are poorly fitted to the model. One case was identified and subsequently removed from analysis.

Additional measures of collinearity were made based on a comparison of eigenvalues as well as condition indexes to see if some of the values were much larger than others (Belsley, Kuh, & Welsch, 1980). If this was found to be the case then the data would be ill-conditioned, indicating that small changes in the values of the independent or dependent variables may lead to large changes in the solution. Table 5 shows eigenvalues and condition indexes for the significant individual and institutional variables (see Table 2).

Insert Table 5 about here.

If the last eigenvalue is considered there appears to be

a moderately small discrepancy reflected in the condition indexes. The eigenvalue accounts for 97% of the constant and 94% of the variance of education level. This indicates that these two variables are highly dependent and that small changes in the dependent variable or education level may lead to large changes in the results. Since the other independent variables have small variance proportions for the forth eigenvalue, it does not appear that the observed discrepancies are affecting their coefficients.

Discussion

In assessing which factors are related to male correctional officers holding favorable or unfavorable attitudes toward the employment of women as correctional officers, variables were categorized as being either individual or organizational in nature. The results of this study suggest that organizational factors are more strongly related to attitudes favorable to women correctional officers than individual attributes. The significant organizational variables of custody orientation and working relationship with women officers account for 24% of the variance, while the significant individual variable, education, only accounts for 2% of the total variance. This finding is consistent with the research of Simpson & White (1985), Jurik (1985), and Walters (1993), and reinforces the premise that the prison environment itself is a dominant determinant of

attitude formation among prison officers.

The literature suggests that as women have continued to enter men's prisons as correctional officers they have influenced the norms regarding appropriate on-the-job attitudes and behaviors. As indicated by Crouch (1985), women correctional officers have proved, through persistence and courage, that they can do the job even with expectations to the contrary. The data in this study lend support to this supposition.

Organizational Factors

Male correctional officers who report having a good working relationship with female officers have attitudes which reflect a significantly higher level of acceptance of female correctional officers. In fact, based on a comparison with results from studies by Kissel and Katsampes (1980) and Walters (1993), these data demonstrate an increase in the number of male officers reporting favorable attitudes towards their co-workers. Suggesting that, compared to corrections in the United States, there is a more advanced progressive trend in Canadian corrections towards the integration of females as correctional officers.

Custody orientation also appears to be related to the acceptance of women as correctional officers. Jurik (1985) stated that women officers, because of their stereotyped "feminine" characteristics, were perceived as being better able to fulfill a service or rehabilitative

role in corrections. Furthermore, Crouch (1985) observed that traditional, high custody oriented male officers were more resistant to women officers, as they are seen as a threat to their "man's world". These suppositions are supported by these data and by the study of Walters (1993). Male officers who are less custody oriented (thus more service or rehabilitation oriented) reflect a higher degree of acceptance of women officers in the workplace. A rehabilitative versus custodial approach has a definite effect on how male correctional officers perceive female correctional officers. Those who tend towards the rehabilitative approach reflect more of the traits associated with female stereotypes, while those espousing custodial approach tend to reflect more masculine type norms. Therefore, it would appear that these data tend to support the rehabilitative approaches taken by CSC to deal with inmates, as it provides a secondary gain of assisting to change the negative attitudes of male correctional officers toward female correctional officers.

Shamir & Drory (1981), point out that male correctional officers may experience role conflict because of their beliefs in the low rehabilitative potential of inmates and prisons. However, it can be speculated, as male CO's become more accustomed to, and accepting of, the rehabilitative approach they will adopt behaviors and values that reinforce a more positive

attitude towards their female co-workers. These data tend to support the notion (Lombardo, 1985) that there are direct benefits to broadening, or overlapping, custody and treatment roles.

Contrary to previous research findings (Walters, 1993; Hepburn & Jurik, 1986) job satisfaction was not significantly related to the acceptance of women as correctional officers. Although it seems logical (Walters, 1993) that an acceptance of women officers, who can be a significant part of a male officer's co-worker world, would be related to higher levels of job satisfaction among these men, this supposition was not supported by the results of the present study.

A related concept, job stress, was examined as to its effect on the acceptance of women correctional officers. When examining the model involving both individual and organizational variables (see Table 2), these results support the findings of Walters (1993). Specifically, job stress failed to play a statistically significant role in determining the attitude of the male correctional officers toward their female co-workers. However, when viewing just organizational variables (see Table 4), job stress does become a significant factor in the attitude of the male correctional officers toward female correctional officers. This suggests that individual attributes may be influencing the perceived level of stress experienced by male correctional

officers.

Variables related to length of service have been thought to be related to the acceptance of women as correctional officers. Bowersox (1981) found length of service of a correctional officer to be related to male officers' perceptions of women officers' competence, to the degree of competition they felt with women officers, and to the level of responsibility they felt toward women officers. Additionally, Simpson and White (1985) noted that male correctional officers with long careers were less accepting of women correctional officers. Similar to the results of Walters (1993), length of service in this present study was not a statistically significant factor when examined in the model combining both individual attributes and organizational factors (see Table 2). However, when examining just organizational factors (see Table 4), length of service was a significant factor in regards to the male officers attitude toward their female co-workers. Again, it would appear that individual attributes influence the effect of length of service on the male officers acceptance of female officers.

Prior research by Crouch (1985) and Simpson and White (1985) has indicated that prison security level is related to the acceptance of women as correctional officers. Simpson and White found that security level was the most important determinant of "pro-women" officer

attitudes, while Crouch indicated that women officers tend to be more accepted in lower security institutions. However, contrary to these findings, no statistically significant relationship was found between prison security level and the acceptance of women officers, supporting the findings by Walters (1993).

The final organizational variables, rank and team effort, were found to have no statistically significant effect on the acceptance of women correctional officers. Walters' (1993) findings that the officers' place in the correctional officer hierarchy of the prison had no significant effect on their attitudes towards women officers were supported by this present research. Team effort (the approach of working together as a team) was not a significant predictor of attitudes toward female correctional officers. This is surprising because it could have been assumed that strong cohesion as a team would lead to higher levels of acceptance of female correctional officers by their male co-workers.

Individual Attributes

Of the variables categorized as individual attributes, education level was the only statistically significant predictor of male correctional officer attitudes toward their female co-workers. Those male officers with higher levels of education proved more accepting of women as correctional officers. Simpson and White (1985) and Walters (1993) both observed that higher

levels of education promoted favorable attitudes toward more equal occupational choices for women. Consistent with this current study, Walters (1993) found that education levels were significant even when both individual and organizational factors are considered in the same model. However, Simpson and White (1985) found this positive relationship only when demographic variable were considered alone. When organizational variables were entered into the equation, educational levels lost their significance.

A potential problem with the interpretation of education level as a significant variable in the present study is the fact that attitudes toward female officers and education levels were highly dependent. This suggests that small changes in either of these two variables could lead to large changes in the results. Therefore, the effect of education level on attitudes toward female correctional officers remains unclear and requires further investigation.

The other individual attributes studied (race, age and marital status) failed to play a statistically significant role in the attitude of male correctional officers toward their female co-workers. The findings of Walters (1993) and Simpson and White (1995) both support these findings.

A number of respondents chose not to respond to the question on race, some stating that their ethnic origin

had nothing to do with the survey. The extreme small number of nonwhite responders may have intentionally distorted their responses. Future studies should make every effort to obtain a large enough subgroup of nonwhite respondents that their data may be analyzed separately and compared with white respondents.

Age of the respondents was not a statistically significant factor, replicating the findings of Walters (1993) and Simpson and White (1985). This is interesting, as Crouch (1985) had observed that the passing of the "old guard" (presumably older) and "old guard" values would reduce in some measure the resistance women currently experience as guards in male institutions, but this supposition receives no support from these data.

In regard to the last individual attribute, these data support the finding by Walters (1993) that a male officer's marital status does not appear to influence his attitude toward accepting women as correctional officers.

Practical and Theoretical Implications

Women are still "underrepresented" in corrections as compared to their male counterparts. There is positive movement, not only in their acceptance as correctional officers, but also in the numbers being employed. Still the progress is slow and not without difficulties, as female correctional officers are underutilized in institutions for men. Today's workforce requires the

continued integration of women to meet the challenges presented by a shortage of skilled workers and a slow growing labor force.

Corrections' administrators must work with all concerned parties to ensure that, in the future, corrections reaps the full benefits from its female staff. They need to recognize the differences between men and women and embrace the various talents both sexes contribute to each other and to this work in general. Women should not feel compelled to behave like men in the workplace. Their views and skills should be equally accepted. Anything less would not be in the best interests of society, CSC or the Public Service of Canada.

Contrary to Horne (1985) male correctional officers are "not" mostly negative to the deployment of women as officers in male prisons. This does not, however, mean that gender status will ever be completely balanced. As pointed out by Zimmer (1982), no matter what policies correction officials develop concerning the equality of male and female guards, male inmates do not treat them identically. Sex remains a "master status" in our society. It influences the interactions between people of the opposite sex despite other statuses they might possess. Gender status will continue to influence the integration of women in corrections and requires constant monitoring through research and education within the

correctional system.

Even though education is a questionable variable in the present study, higher levels of education do seem to be associated with positive attitudes from the male CO's towards their female co-workers. Indicating that more education may be beneficial for CO's in modern prison systems. In order to deal with any difficulties associated with any ingrained gender attitudes correctional officers require a thorough knowledge of what gender attitudes are likely to be, how the organizational culture affects these attitudes and ways of coping with them effectively. At the same time, female correctional officers must maintain a sense of their self-worth and the contribution they typically make to their chosen fields. Correctional administrators are responsible to better educate both male and female correctional officers in this area. The results of the present study suggest that education is a potential contributing factor in regards to attitudes and, as such, should be maximized to its fullest. This could be accomplished through staff education upon recruitment and as an upgrading exercise for existing officers.

Further research is required to more clearly define the relationship between individual attributes and organizational factors. This study demonstrated that a relationship did exist, but was not specific on exactly how and to what extent. In addition, this study has

intentionally looked only at the attitude of male correctional officers toward their female coworkers. As women move into nontraditional occupations they are confronted with many of the sexual integration pressures. Obviously, this may be impacting on their belief and value systems. It is suggested that the attitudes of female officers towards their female and male colleagues be explored.

The questions of anonymity for the respondents may have been a factor in the responses received. With all the steps taken and the assurances made in regards to anonymity it is not known how many correctional officers believed the data were used anonymously. In fact, a number of potential respondents (approximately 20) contacted this researcher for additional clarification of the safe guards put in place to protect their identity.

The potential respondents, both male and female, expressed concern that the political climate within CSC did not allow for any disclosure of attitudes which may impact on their positions. They communicated a feeling that any exposure of their identity and/or beliefs could jeopardize how they were perceived by administration. The feeling expressed was that in today's society it is no longer socially acceptable to publicly express any sort of sexist or discriminating views. Suggesting that the response rate may have been affected by, not only concerns regarding anonymity but also, the difficulties

associated with trying to determine attitudes and the cognitive issues associated with those attitudes.

Therefore, the low response rate from this study should be kept in mind when making any generalizations from research findings. It is unknown how many correctional officers chose not to respond because of their negative attitudes towards female correctional officers and, in addition, it is also difficult to be sure if the male correctional officers who did respond were sincere or only providing sociably acceptable responses. Future research should consider how to convince respondents that anonymity will, indeed, be guaranteed and thereby increase the sample size. In addition, other methods to measure attitudes should be considered.

Specifically, utilizing a standardized questionnaire is useful but is easily ignored by potential respondents who decide not to respond and it is limited in determining the "real" attitudes of respondents because of the influence of outside forces. Perhaps a more interactive research design, involving the perceptions of correctional officers to actual or role play scenarios, could be of benefit.

The research in this area seems to be growing more quantitative and inferential over time. This trend does not necessarily imply an improved product, even though it makes possible certain kinds of multivariate and relative

effects analysis. Descriptive studies that ask guards not only whether they favor rehabilitation but what they mean by "rehabilitation" and how they suggest we achieve it could be of benefit. It is possible that even when correctional officers agree that rehabilitation should be part of the prison's purpose, they are only paying "lip service" and do not truly endorse or espouse the same plan as the treatment personnel.

Conclusion

This research has attempted to determine variables that influence not only negative attitudes towards female correctional officers, but also positive attitudes. If we concentrate on measuring negative attitudes we will find them. As pointed out by Walters (1993), while stereotypes are common in corrections, one should not fall victim to the fallacy that all male guards are resentful and non-accepting of women as correctional officers. The results of the present study show that this simply is not true. Many male guards are accepting of women, and there are predictable relationships between individual and organizational variables, and the level of acceptance that male correctional officers have for their female colleagues. A consideration of these relationships will assist in keeping co-worker conflict to a minimum as the sexual integration of correctional officers continues.

References

- Alpert, G. (1984). The needs of the judiciary and misapplication of social research: The case of female guards in men's prisons. Criminology, 22, 441-456.
- Belsley, D.A., Kuh, E., & Welsch, R.E. (1980). Regression diagnostics: Identifying influential data and sources of collinearity. New York: John Wiley and Sons.
- Correctional Service of Canada (August 1990). Mission of Correctional Service of Canada. Ottawa, Canada: Canadian Government Publishing Center, Supply and Services Canada.
- Cronbach, L.J. (1970). Essentials of psychological testing (3rd edition) pp. 159-161. New York: Harper and Row.
- Crouch, B. (1985). Pandora's box: women guards in men's prisons. Journal of Criminal Justice, 13, 525-548.
- Cullen, F., Link, B., Wolfe, N., & Frank, J. (1985). The social dimensions of correctional officer stress. Justice Quarterly, 2, 505-533.
- Edmonds, J., Cote-O'Hara, J., & MacKenzie, E. (1990). Beneath the veneer: the report of the task force on barriers to women in the public service (DSS cat. no. BT22-19/1-1990E). Ottawa, Canada: Canadian Government Publishing Center, Supply and Services Canada.
- Etheridge, R., Hale, C., & Hambrick, M. (1984). Female

employees in all-male correctional facilities.
Federal Probation, 48(4), 54-65.

Hepburn, J. & Jurik, N. (1986). Individual attributes, occupational conditions, and job satisfaction among correctional security officers. Paper presented at the annual meeting of the American Society of Criminology, Atlanta, GA.

Horne, P. (1985). Female corrections officers: A status report. Federal Probation, 49, 46-54.

Jacobs, J. (1981). The sexual integration of the prison's guard force: A few comments on Dothard v. Rawlinson. In R. Ross (Ed.), Prison guard/correctional officer: The use and abuse of human resources of prisons. pp. 193-222, Toronto: Butterworths.

Johnson, P. (1992, August). Why employ women? Corrections Today, pp. 162-167.

Jones, S. (1990, July). The pregnant officer: Where does she belong? Corrections Today, pp. 22-24.

Jurik, N. (1985). An officer and a lady: Organizational barriers to women working as correctional officers in men's prisons. Social Problems, 32, 375-388.

Kanter, R. M. (1976). The impact of hierarchical structures on the work behavior of women and men. Social Problems, 23, 415-430.

Kanter, R. M. (1977). Men and women of the corporation. New York: Harper and Row.

- Kissel, P., & Katsampes, P. (1980). The impact of women corrections officers on the functioning of institutional housing male inmates. International Journal of Offender Counseling, Services, and Rehabilitation, 4, 213-231.
- Lombardo, L.X. (1985). Mental health work in prisons and jails: Inmate adjustment and indigenous correctional personnel. Criminal Justice and Behavior, 12, 17-27.
- Morris, N., & Hawkins, G. (1970). The honest politician's guide to crime control. The University of Chicago Press.
- Owen, B. (1985). Race and gender relations among prison workers. Crime and Delinquency, 31, 147-158.
- Parisi, N. (1984). The female correctional officer: Her progress toward and prospects for equality. The Prison Journal, 64, 92-109.
- Peterson, C. (1982). Doing time with the boys: An analysis of women correctional officers in all-male facilities. In B. Price & N. Sokoloff (Eds.), The criminal justice system and women (pp. 437-460). New York: Clark Boardman Company Ltd.
- Poole, E., & Regoli, R. (1980). Role stress, custody orientation, and disciplinary actions: A study of prison guards. Criminology, 18, 215-226.
- Shamir, B., & Drory, A. (1981). Some correlates of prison guards' beliefs. Criminal Justice and

Behavior, 8(2), 233-249.

Simpson, S., & White, M. (1985). The female guards in the all-male prison. In I. Moyer (Ed.), The changing roles of women in the criminal justice system: Offenders, victims, and professionals (pp. 276-300). Prospect Heights, IL: Waveland Press.

Szockyj, E. (1989). Working in a man's world: Women correctional officers in an institution for men. Canadian Journal of Criminology, pp. 319-328.

Walters, S. (1990). Alienation and the correctional officer: A multivariate analysis. American Journal of Criminal Justice, 16, 50-62.

Walters, S. (1993). Changing of the Guard: Male correctional officers' attitudes toward women as co-workers. Journal of Offender Rehabilitation, Vol. 20(1/2), 47-60.

Wicks, R. (1980). Guard! Society's Professional Prisoner. Houston: Gulf Publishing Company.

Zimmer, L. (1982). Female guards in men's prisons: Creating a role for themselves. Unpublished doctoral dissertation, Cornell University.

Zimmer, L. (1986). Women guarding men. Chicago: The University of Chicago Press.

Zimmer, L. (1987). How women reshape the prison guard role. Gender & Society, 1 (4), 415-431.

Table 1

Descriptive information for Correctional Facilities.

Name	Location	Year Opened	Security Level	# of Inmates	# of CO's
Bowden Institution	Innisfail, AB.	1974	low med.	550	148
Drumheller Institution	Drumheller, AB.	1967	med.	450	144
Edmonton Institution	Edmonton, AB.	1978	max.	240	182
Stony Mountain Institution	Winnipeg, MAN.	1877	multi.	500	157
Saskatchewan Penitentiary	Prince Albert, SASK.	1911	max.	512	235

Stepwise Multiple Regression for Acceptance of Women Correctional Officers, Arrayed by Selected Individual and Organizational Independent Variables

Variables in the Equation	Rsq	Tolerance	VIF	Beta	F	p
Custody Orientation	.1560	.9544	1.05	-.3950	41.788	.000
Working Relationship with Women Officers	.2441	.9521	1.05	-.3037	36.322	.000
Education Level	.2630	.9975	1.00	.1378	26.646	.000
Variables Not in the Equation						
Stress	.9083	1.10	-.1167	-1.951	.0523	
Job Satisfaction	.8860	1.13	.1147	1.892	.0597	
Length of Service	.8357	1.20	-.0838	-1.338	.1823	
Prison Security Level	.9897	1.01	-.0652	-1.131	.2593	
Team Effort	.9801	1.02	.0564	.974	.3313	
Race	.9880	1.01	.0537	.931	.3530	
Rank	.9553	1.05	.0533	.908	.3646	
Marital Status	.9889	1.01	-.0429	-.743	.4582	
Age	.9279	1.08	-.0156	-.261	.7943	
N of Cases = 228						

Table 3

Stepwise Multiple Regression for Acceptance of Women Correctional Officers, Arrayed by Selected Individual Independent Variables

Variable				
Variables in the Equation	Rsq	Beta	F	p
Education Level	.0234	.1531	6.121	.014
Variables Not in the Equation				
Race		.0628	1.014	.3116
Age		-.0330	-.519	.6041
Marital Status		-.0316	-.510	.6105
N of Cases = 257				

Table 4

Stepwise Multiple Regression for Acceptance of Women Correctional Officers, Arrayed by Selected Organizational Independent Variables

Variable				
Variables in the Equation	Rs _q	Beta	F	p
Working Relationship with Women Officers	.1526	-.3907	44.303	.000
Custody Orientation	.2546	-.3258	41.847	.000
Length of Service	.2748	-.1441	30.815	.000
Stress	.2900	-.1300	24.817	.000
Variables Not in the Equation				
Rank		.0894	1.493	.1366
Prison Security Level		-.0369	-.675	.5006
Team Effort		.0373	.672	.5021
Job Satisfaction		.0347	.535	.5929
N of Cases = 248				

Table 5

Measures of collinearity - eigenvalues and condition indexes

Number	Eigenvalue	Cond. Index	Variance Constant	Proportions Level Educ.	Custody	WorkRel
1	3.750	1.000	.0008	.0010	.0050	.0144
2	.189	4.452	.0049	.0073	.0200	.9619
3	.055	8.291	.0237	.0492	.9368	.0117
4	.007	23.906	.9706	.9425	.0382	.0120

Figure Caption

Figure 1. Standardized scatterplot for residuals and predicted values for the dependent variable - Attitude towards women correctional officers.

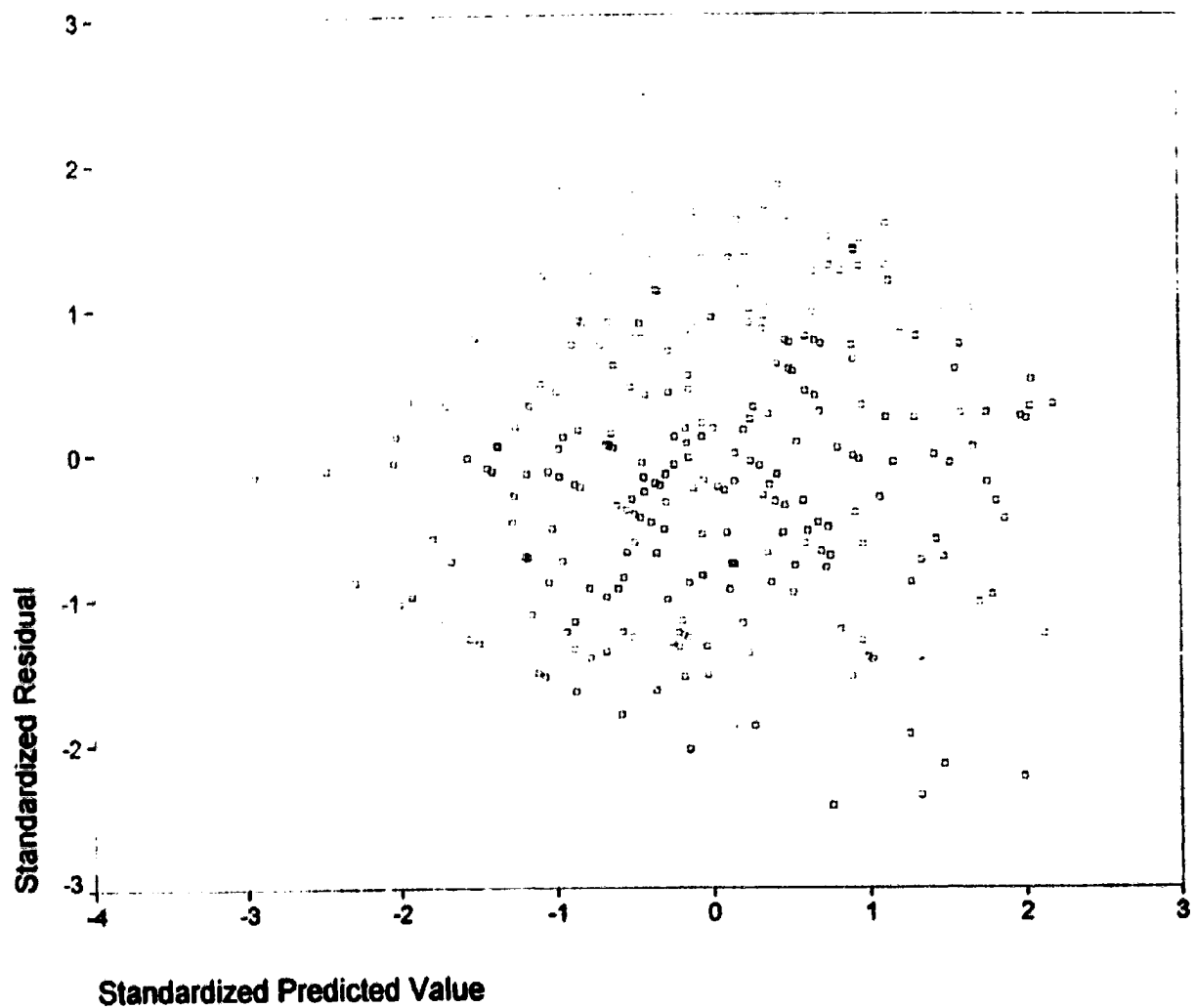
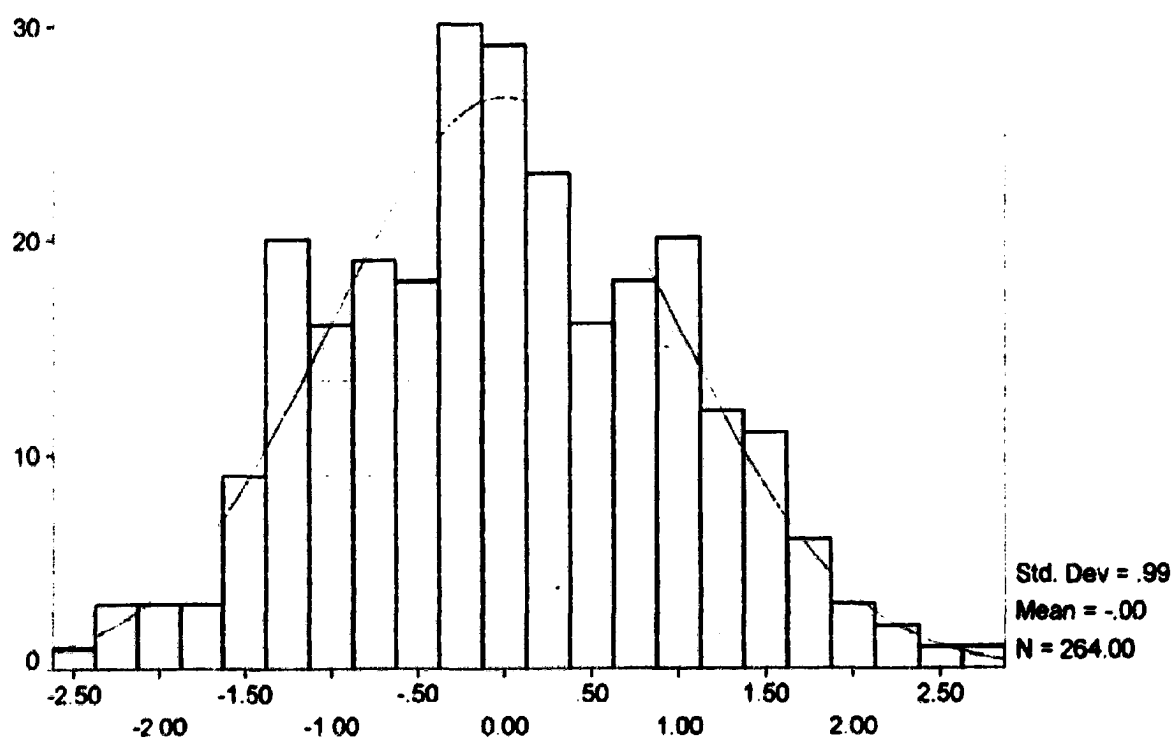


Figure Caption

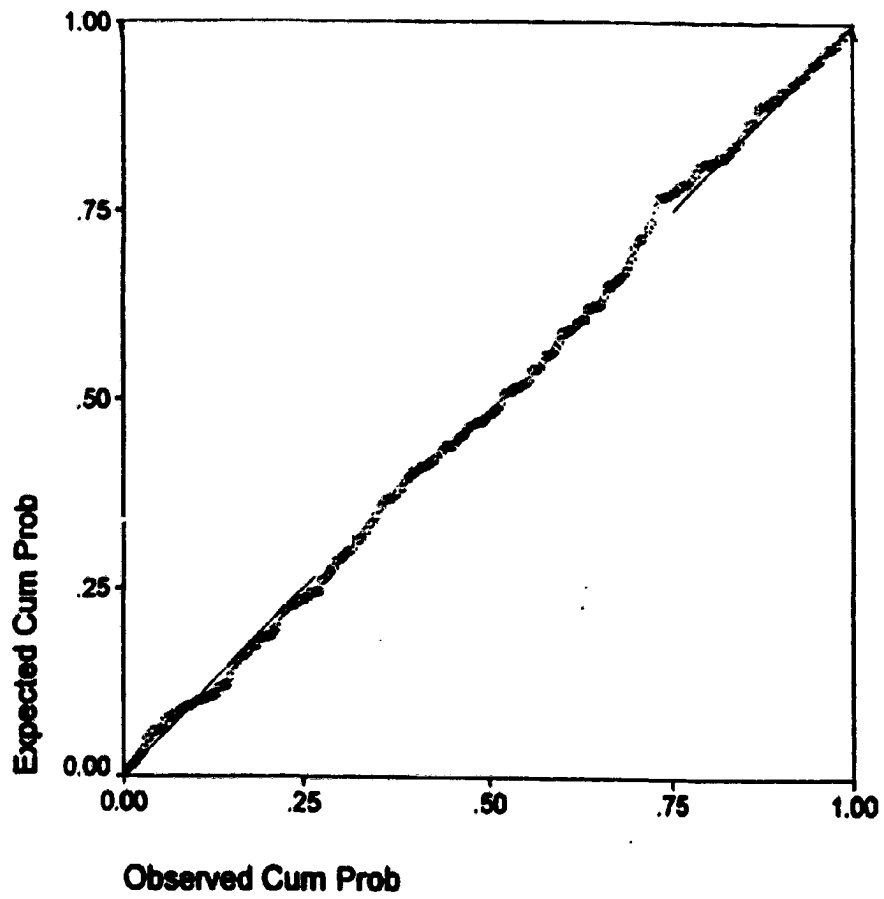
Figure 2. Normal distribution superimposed on standardized observed residuals for the dependent variable - Attitude towards women correctional officers.



Standardized Residual

Figure Caption

Figure 3. Normal P-P plot comparison between observed and expected distributions for the dependent variable - Attitude towards women correctional officers.



Appendix A

DEPARTMENT OF PSYCHOLOGY
SAINT MARY'S UNIVERSITY
HALIFAX, NOVA SCOTIA

CORRECTIONAL OFFICER SURVEY

• Please fill in the appropriate blank or check the appropriate box •

1. When were you born? 19____
2. What is your sex? ☐ male ☐ female
3. How long have you been employed as a correctional officer? ____ yrs. ____ mos.
4. What is your level of education?
____ grade
____ college ____ years
____ university ____ years
____ degree (please specify) _____
5. What is your marital status?
☐ Married
☐ Single
☐ Divorced
☐ Other (please specify) _____
6. What is your race? _____
7. What is your rank as a correctional officer?
☐ Correctional Officer I
☐ Correctional Officer II
☐ Correctional Officer III
☐ Other (please specify) _____
8. In which security level are you now working?
☐ minimum security
☐ medium security
☐ maximum security
☐ other (please specify) _____
9. In which security level have you worked during most of your career as a correctional officer?
☐ minimum security
☐ medium security
☐ maximum security
☐ other (please specify) _____

PLEASE CONTINUE ON TO THE INSIDE PAGES.....

Below are some statements concerning your job as a correctional officer and corrections in general. Please check or circle the response that best reflects your feeling toward the statement.

10. Before we talk about your present job, I'd like to get some idea of the kind of job you'd *most* like to have. If you were free to go into any type of job you wanted, what would your choice be?
- ☐ prefer some other job to the one that I have now
- ☐ want to retire and not work at all
- ☐ keep the job I have now
11. All in all, how satisfied are you with your job?
- ☐ not satisfied at all
- ☐ not too satisfied
- ☐ somewhat satisfied
- ☐ satisfied
12. Knowing what you know now, if you had to decide all over again whether to take the job you now have, what would you decide?
- ☐ decide definitely *not* to take the same job
- ☐ have some second thoughts about taking my job
- ☐ decide without hesitation to take the same job
13. In general, how well would you say that your job measures up to the sort of job you wanted when you took it?
- ☐ not very much like the job I wanted
- ☐ somewhat like the job I wanted
- ☐ very much like the job I wanted
14. If a good friend of yours told you that he or she was interested in working in a job like yours for your employer, what would you tell that person?
- ☐ advise my friend against taking this job
- ☐ have doubts about recommending this job
- ☐ strongly recommend the job
15. I think that women correctional officers are unwilling or afraid to become involved in officer - inmate confrontations.
- | | | | | | | | |
|----------|----------|------------|----------|----------|------------|-------|----------|
| strongly | disagree | moderately | slightly | slightly | moderately | agree | strongly |
| disagree | | disagree | disagree | agree | agree | | agree |
16. Females are just as capable as men in handling prison disturbances and riots.
- | | | | | | | | |
|----------|----------|------------|----------|----------|------------|-------|----------|
| strongly | disagree | moderately | slightly | slightly | moderately | agree | strongly |
| disagree | | disagree | disagree | agree | agree | | agree |
17. Females are just as competent at doing the job of correctional officer as are males.
- | | | | | | | | |
|----------|----------|------------|----------|----------|------------|-------|----------|
| strongly | disagree | moderately | slightly | slightly | moderately | agree | strongly |
| disagree | | disagree | disagree | agree | agree | | agree |
18. Female correctional officers have no business being in the cell blocks.
- | | | | | | | | |
|----------|----------|------------|----------|----------|------------|-------|----------|
| strongly | disagree | moderately | slightly | slightly | moderately | agree | strongly |
| disagree | | disagree | disagree | agree | agree | | agree |

PLEASE CONTINUE ON TO THE NEXT PAGE

Factors of Acceptance

62

19. Female correctional officers should be considered equally with males in promotions and pay increase decisions.

strongly disagree	disagree	moderately disagree	slightly disagree	slightly agree	moderately agree	agree	strongly agree
----------------------	----------	------------------------	----------------------	-------------------	---------------------	-------	-------------------

20. I wouldn't trust my life to a female correctional officer as a working partner in a prison disturbance.

strongly disagree	disagree	moderately disagree	slightly disagree	slightly agree	moderately agree	agree	strongly agree
----------------------	----------	------------------------	----------------------	-------------------	---------------------	-------	-------------------

21. Allowing female correctional officers to work in the cell blocks could lead to sexual assaults.

strongly disagree	disagree	moderately disagree	slightly disagree	slightly agree	moderately agree	agree	strongly agree
----------------------	----------	------------------------	----------------------	-------------------	---------------------	-------	-------------------

22. Many people don't realize it, but prisons today are too soft on inmates.

strongly disagree	disagree	moderately disagree	slightly disagree	slightly agree	moderately agree	agree	strongly agree
----------------------	----------	------------------------	----------------------	-------------------	---------------------	-------	-------------------

23. Sleep'em, feed'em, and work'em is the best way to handle inmates.

strongly disagree	disagree	moderately disagree	slightly disagree	slightly agree	moderately agree	agree	strongly agree
----------------------	----------	------------------------	----------------------	-------------------	---------------------	-------	-------------------

24. We would be successful even if all we taught inmates was a little respect for authority.

strongly disagree	disagree	moderately disagree	slightly disagree	slightly agree	moderately agree	agree	strongly agree
----------------------	----------	------------------------	----------------------	-------------------	---------------------	-------	-------------------

25. An inmate will go straight only if he finds prison life hard.

strongly disagree	disagree	moderately disagree	slightly disagree	slightly agree	moderately agree	agree	strongly agree
----------------------	----------	------------------------	----------------------	-------------------	---------------------	-------	-------------------

26. When I'm at work, I often feel tense or uptight.

strongly disagree	disagree	moderately disagree	slightly disagree	slightly agree	moderately agree	agree	strongly agree
----------------------	----------	------------------------	----------------------	-------------------	---------------------	-------	-------------------

27. A lot of times, my job makes me very frustrated or angry.

strongly disagree	disagree	moderately disagree	slightly disagree	slightly agree	moderately agree	agree	strongly agree
----------------------	----------	------------------------	----------------------	-------------------	---------------------	-------	-------------------

28. Most of the time when I am at work, I don't feel that I have much to worry about.

strongly disagree	disagree	moderately disagree	slightly disagree	slightly agree	moderately agree	agree	strongly agree
----------------------	----------	------------------------	----------------------	-------------------	---------------------	-------	-------------------

29. I am usually calm and at ease when I am working.

strongly disagree	disagree	moderately disagree	slightly disagree	slightly agree	moderately agree	agree	strongly agree
----------------------	----------	------------------------	----------------------	-------------------	---------------------	-------	-------------------

30. I usually feel that I am under a lot of pressure when I am at work.

strongly disagree	disagree	moderately disagree	slightly disagree	slightly agree	moderately agree	agree	strongly agree
----------------------	----------	------------------------	----------------------	-------------------	---------------------	-------	-------------------

PLEASE CONTINUE ON TO THE BACK PAGE.....

Factors of Acceptance

63

31. There are a lot of aspects about my job that can make me pretty upset about things.
- | | | | | | | | |
|-------------------|----------|---------------------|-------------------|----------------|------------------|-------|----------------|
| strongly disagree | disagree | moderately disagree | slightly disagree | slightly agree | moderately agree | agree | strongly agree |
|-------------------|----------|---------------------|-------------------|----------------|------------------|-------|----------------|
32. Most of us here think of ourselves as a team.
- | | | | | | | | |
|-------------------|----------|---------------------|-------------------|----------------|------------------|-------|----------------|
| strongly disagree | disagree | moderately disagree | slightly disagree | slightly agree | moderately agree | agree | strongly agree |
|-------------------|----------|---------------------|-------------------|----------------|------------------|-------|----------------|
33. Most of us on the job enjoy working closely together on things.
- | | | | | | | | |
|-------------------|----------|---------------------|-------------------|----------------|------------------|-------|----------------|
| strongly disagree | disagree | moderately disagree | slightly disagree | slightly agree | moderately agree | agree | strongly agree |
|-------------------|----------|---------------------|-------------------|----------------|------------------|-------|----------------|
34. A problem with this profession is that no one really knows what their fellow correctional officers are doing.
- | | | | | | | | |
|-------------------|----------|---------------------|-------------------|----------------|------------------|-------|----------------|
| strongly disagree | disagree | moderately disagree | slightly disagree | slightly agree | moderately agree | agree | strongly agree |
|-------------------|----------|---------------------|-------------------|----------------|------------------|-------|----------------|
35. Please answer either A or B below, whichever is appropriate in your case.
- A. If you are a female correctional officer, how would you characterize or describe your working relationship with male correctional officers?
- B. If you are a male correctional officer, how would you characterize or describe your working relationship with female correctional officers?
36. How would you characterize or describe your working relationship with correctional officers of the same gender?
37. Do you feel that women correctional officers bring any special or unique characteristics to the prison environment? Please describe.

PLEASE DO NOT DISCUSS THE CONTENTS OF THIS QUESTIONNAIRE WITH ANY CO-WORKERS WHO MAY BE ABOUT TO PARTICIPATE IN THIS STUDY.

THANK YOU FOR YOUR ASSISTANCE

Appendix B

Covering Letter One

DEPARTMENT OF PSYCHOLOGY

SAINT MARY'S UNIVERSITY

HALIFAX, NOVA SCOTIA

<date>

<title> <first name> <last name>

<prison>

<address>

<city>, <province> <postal code>

Dear <title> <last name>:

As a Masters student in Industrial/Organizational Psychology, I have been employed in the Psychology Department at Bowden Institution and I have become quite interested in the occupational environment of correctional officers. To develop a better understanding of the "real world" of corrections, I am asking for the assistance of those who know it best - the correctional officer.

By dealing with offenders over long periods of time, correctional officers play one of the most important roles in the criminal justice system. I am currently conducting research designed to study how correctional officers view prison and prison life. Although little research has been done concerning correctional officers, by completing the enclosed questionnaire you can help fill in the gaps in our knowledge of prison work. In

this way you can help educate others about the reality of being a correctional officer.

BE ASSURED THAT ALL REPLIES WILL BE KEPT CONFIDENTIAL, AND THAT NO RESPONDENT WILL BE IDENTIFIED IN THIS STUDY BY TRUE NAME, POSITION, OR DEMOGRAPHIC INFORMATION. Only summary statistics will be published. Under no circumstances will your identity be given to anyone.

It is important that you understand that your participation in this research is voluntary, and that you have not been singled out. Rather, all correctional officers in Bowden, Drumheller, Edmonton, Stony Mountain, and Saskatchewan Institutions will be sent this questionnaire package. In addition, it is my intention to make the results of this study made available to you by having them published in the Prairie Region Newsletter.

Using the enclosed envelope please return your completed questionnaire via Institutional mail to the Psychology Department at Bowden Institution. Thank you for taking the time to assist with this project.

Regards,

David Lagace, HonBA Psy, MS(ABT)
Psychology, Department
Bowden Institution

Appendix C

Covering Letter Two

DEPARTMENT OF PSYCHOLOGY

SAINT MARY'S UNIVERSITY

HALIFAX, NOVA SCOTIA

<date>

<title> <first name> <last name>

<prison>

<address>

<city>, <province> <postal code>

Dear <title> <last name>:

In the last several weeks you should have received a questionnaire concerning your profession as a correctional officer. Although I have received many completed questionnaires there are still some which have not been returned. If you have already completed and returned the questionnaire I want to thank you for your valuable contribution. I know how busy corrections work can be, and I appreciate you taking a few minutes to answer the questionnaire. If you haven't yet completed the questionnaire, this is a request to do so, as the more officers who respond, the more important will be the findings. In case you didn't receive a questionnaire or it has been lost, I have included a second copy for you.

For too long ideas about corrections have been formed without understanding those professionals who carry out the front line work in prisons - correctional

officers such as you. By completing this questionnaire you can help in changing the perceptions of both corrections and correctional officers held by society.

Please remember that all information received from this study is STRICTLY CONFIDENTIAL. UNDER NO CIRCUMSTANCES WILL YOUR IDENTITY OR FACTORS THAT RELATE TO YOUR IDENTITY BE GIVEN TO ANYONE.

Thank you for your assistance in helping us better understand the world of the correctional officer.

Regards,

David Lagace, HonBA Psy, MS(ABT)

Psychology, Department

Bowden Institution