

Appendix C. Coding trees

This appendix contains the coding trees for the qualitative analyses in response to all research questions. As was explained in the methodology chapter of this book, the coding tree for the second and third research questions is condensed, given that the original version was so long. By means of illustration, one of the codes (the one for the mechanism of ‘psychological safety’) is presented in full, with all its subcodes.

Coding tree for the first research question

- Other situations
- Types of dilemmas
 - Other
 - Own authority and prison hierarchy
 - Going against authority
 - Difficulty providing criticism towards more senior officers
 - Going against manager
 - Manager undermining authority
 - Laughed at by prisoner
 - Not going against manager out of respect for authority
 - Not going against manager out of self-interest
 - Not going against manager out of understanding of decision
 - Not going against manager out of resignation
 - Going against manager
 - Not clear which decision
 - Difficult orders or tasks
 - Changes after being promoted to manager
 - Giving freedom to employees
 - Experience of autonomy
 - Yes
 - No
 - Sometimes yes, sometimes no
 - Loyalty towards colleagues and the prison hierarchy
 - Dealing with colleagues
 - No cohesion between colleagues
 - Hypocrisy of colleagues
 - Colleagues going to management instead of addressing issues
 - Colleagues ‘ratting out’
 - Dealing with decisions by colleagues
 - Addressing behavior by colleagues or not
 - To feel good about yourself
 - Because of the rules
 - Colleague was unfair or not loyal
 - For colleague him- or herself
 - For prison safety
 - For prisoner
 - Reporting colleague or not
 - Did report colleague
 - Did not report colleague
 - Us versus them and relationships with colleagues
 - Don’t address colleagues in the presence of prisoners
 - Not colleague-friendly
 - Undermines authority
 - Possibly violent prisoner
 - Way of dealing with prisoners
 - Keeping distance
 - Differences between officers
 - Communication
 - Dealing with outcasts among colleagues

- Gossip and bullying
 - Did not address bullying or gossiping behavior
 - Did address bullying or gossiping behavior
 - Fairness
 - Consequences for victim
 - Experienced negative consequences after addressing behavior
 - Standing up for yourself
 - To feel good about self
 - Loyalty
 - Being fed up with group behavior
 - More problems with colleagues than prisoners
 - Bullied officer deserved bullying behavior
- Racism
- Piles of dirt and professionalism
- Exceptions, reports and isolation
 - Whether to make an exception
 - Not clear why made an exception or not
 - Did not make an exception
 - Because of prisoner
 - Because of self-interest
 - Because of fairness
 - Because of prison safety
 - Because of the rules
 - Because of societal reasons
 - Because of erosion of authority
 - Because of efficiency
 - Made an exception
 - Because of prisoner
 - Because of self-interest
 - Because of prison safety
 - Because of efficiency
 - Because of societal reasons
 - Because of fairness
 - Making exceptions has consequences for colleagues
- The inside versus outside tension
 - Professional confidentiality as a dilemma
 - Running into ex-prisoners
 - Ex-prisoner deserves second chance
 - Consequences for prisoner
 - Not entirely clear why decision was made
 - Reporting contact with ex-prisoner
 - Blocking contact because of consequences for others
 - Trying to prevent situations with ex-prisoners
 - No contact with ex-prisoners versus professional confidentiality
 - Dealing with prisoners you know from outside

Coding tree for the second and third research questions

Classroom ethical competence

- Social learning
- Psychological safety
 - Interviews
 - Group 1
 - Indications of psychological safety
 - Honesty during training
 - Presence of duality
 - Attitudes towards supervisors
 - Labor unions
 - Group 2
 - Group 3
 - Group 4
 - Work floor observations
 - Duality
 - Relationships with colleagues
 - Relationships with managers
 - Labor unions
 - Feeling 'controlled'
 - Psychological safety
 - Giving feedback
 - Training observations
 - Group 1
 - Indications of psychological safety
 - Hierarchy
 - Relationship with colleagues
 - Group 2
 - Group 3
 - Group 4
- Bullying
- Group polarization
- Moral disengagement
- Motivation
- Self threat
- Other – ethical competence

Transfer

- Motivation
- Psychological safety
- Self efficacy
- Direct and observational learning
- Time hurriedness
- Other – transfer