REVIEW/REVISION HISTORY:

Effective: 8/24/01
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Revised: 11/1/12
Revised: 3/1/13
Revised: 6/8/18

SUMMARY OF REVISION/REVIEW:

Major changes to include introduction of an outcome-based management system

APPROVED:

Signature on file

5/10/18

STEPHEN SINCLAIR, Secretary
Department of Corrections

Date Signed
POLICY

PRISON MANAGEMENT EXPECTATIONS

REFERENCES:

DOC 100.100 is hereby incorporated into this policy; ACA 4-4002; ACA 4-4003; ACA 4-4005; ACA 4-4015; ACA 4-4016; ACA 4-4018; ACA 4-4106; ACA 4-4180; ACA 4-4182; ACA 4-4281; PREA Standards

POLICY:

I. The Department recognizes the importance of providing a safe, respectful, diverse, and professional environment for employees, contract staff, volunteers, visitors, and individuals under its jurisdiction.

II. The Department has established an outcome-based management system supported by data to improve processes and outcomes.

III. Superintendents will ensure operational memorandums are consistent with and supportive of the Department’s Mission Statement and Strategic Plan. [4-4002]

DIRECTIVE:

I. General Requirements

A. Facility practices will protect incarcerated individuals from personal abuse, corporal punishment, personal injury, disease, property damage, and harassment. [4-4281]

II. Responsibilities

A. The Assistant Secretary for Prisons will ensure measures related to each Prisons core processes are identified to assist in prioritization of strategies and activities.

B. Deputy Directors will:

1. Make routine visits and onsite contact at least every 6 months, with each assigned facility to:
   a. Ensure Headquarters familiarity with facility personnel,
   b. Observe performance related to Prisons core processes,
   c. Provide expectations to facility management teams related to personal conduct, ethics, and managing a safe, secure, and humane facility, and
   d. Inspect for sanitation and condition of physical plant.

2. Meet annually and as needed with each Superintendent to review performance.
C. Each Superintendent will:

1. Develop and initiate systems, operational memorandums, and programs for all aspects of operating the facility in compliance with Department policies to:
   a. Ensure a clean, safe facility,
   b. Strengthen public confidence in the integrity of facility employees by demonstrating and setting the tone for the highest standards of personal and professional integrity, fairness, honesty, and compliance with both the spirit and the letter of the law,
   c. Create a work environment free of discrimination and harassment,
   d. Be independent and impartial in exercising duties, avoiding actions that create even the appearance of using position or authority for personal gain or benefit,
   e. Promote an environment of public trust that is free of fraud, abuse of authority, and misuse of public property,
   f. Respect and protect privileged information to which access is available in the course of official duties,
   g. Model appropriate, ethical, responsible, and respectful behavior to the public, peers, employees, and offenders, and
   h. Ensure awareness of and compliance with the Department’s code of ethics.

2. Provide training and self-improvement opportunities to employees.

3. Ensure procedures comply with the Collective Bargaining Agreements.

4. Ensure information from extended leadership is communicated to line employees.

5. Facilitate personal contact and interaction between employees and incarcerated individuals. [4-4180]

6. Provide 2-way communication between all levels of employees/contract staff and incarcerated individuals. [4-4016]
7. Encourage community agencies with which the facility has contact to participate in operational memorandum development, coordinated planning, and interagency consultation. [4-4005]

8. Ensure that no incarcerated individual or group of incarcerated individuals is given control or authority over other incarcerated individuals. [4-4182]


D. [4-4015] Unit/Department Heads will meet monthly with their key employees to coordinate efforts and facilitate communication regarding responsibilities.

III. Outcome-Based Management System

A. Superintendents will use an outcome-based management system to align day-to-day operations with the Department’s Strategic Plan and priorities.

B. The Superintendent will designate at least one employee for each Prisons core process to develop and oversee implementation of improvement strategies. The designated employee(s) will:

1. Collect data, develop analysis, and update core process operational plans quarterly in the Results Prisons SharePoint site.

2. Report quarterly to the facility executive management team and make recommendations for next steps and employee engagement in problem-solving and improvement efforts.

C. The facility executive management team will review quarterly operational plans and prioritize improvement efforts according to facility need.

IV. Reporting Requirements

A. Quarterly updates to core process operational plans will be saved on the Results Prisons SharePoint site.

B. [4-4018] Superintendents will participate in Command check-ins with their assigned Deputy Director.

IV. Management By Walking Around
A. Superintendents will ensure that each member of the facility executive management team make unannounced tours of selected areas of the facility at least weekly.

1. Employees are prohibited from alerting one another that these tours are occurring, except when necessary for the legitimate operational functions of the facility.

2. At a minimum, the following must be toured each week:
   a. Restrictive housing units,
   b. Food Services, including mainline operations,
   c. Health Services, and
   d. Off-site work crews.

3. Facility executive management team members will routinely modify their work schedules to conduct tours and interact with employees on all shifts.

4. Tours will include observation of performance related to core processes to ensure operational practice is aligned with reported performance.

DEFINITIONS:

Words/terms appearing in this policy may be defined in the glossary section of the Policy Manual.

ATTACHMENTS:

None

DOC FORMS:

None