

**CHAPTER: 100**

**Agency Administration/Management**

**DEPARTMENT ORDER:**

**112 – Department Meetings**

**OFFICE OF PRIMARY  
RESPONSIBILITY:**

**DIR**

**Arizona  
Department  
of  
Corrections  
Rehabilitation  
and Reentry**



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**Department Order Manual**

**ACCESS**

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A handwritten signature in black ink, appearing to read "David Shinn", is written over a horizontal line.

**David Shinn, Director**

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## **EXPECTED PRACTICES**

American Correctional Association (ACA) Expected Practices: 5-ACI-1A-06, 5-ACI-1A-15, 5-ACI-1B-05, and 5-ACI-5E-04

## **PURPOSE**

This Department Order establishes the standards for Department supervisory staff meetings in order to distribute information, make decisions, and encourage the exchange of ideas and effective communication within the Department.

The meetings identified in this Department Order take priority over other routine Department business (excluding emergencies). When the regular Chairperson is absent, the next individual in the chain of command shall preside at the meeting.

## **PROCEDURES**

**1.0 ARIZONA MANAGEMENT SYSTEM (AMS)** – Consistent with our commitment to public safety and effective state government, the DEPARTMENT has adopted the ARIZONA MANAGEMENT SYSTEM (AMS). AMS is a professional, results-driven management system that provides a structured method for tracking and improving agency performance. The Department uses the AMS framework and tools to engage employees at all levels in structured problem-solving, and remove waste from Core Processes.

1.1 In accordance with AMS, the Department shall conduct:

1.1.1 Daily Huddles for the following Tiers:

1.1.1.1 Tier 0 – Line Level.

1.1.1.2 Tier I – Deputy/Warden/Line Level – If no additional work groups are present.

1.1.2 Weekly or monthly Business Reviews for the following Tiers:

1.1.2.1 Tier II – Warden/Bureau Administrator.

1.1.2.2 Tier III – Assistant Directors.

1.1.2.3 Tier IV – Director.

1.2 AMS Tier Levels may vary depending on specific organizational structure.

## **2.0 AGENCY MEETINGS**

2.1 Executive Staff Meetings – A monthly Department Executive Staff meeting is held which includes the Director, Deputy Directors, Assistant Directors, Inspector General, and General Counsel.

2.2 Quarterly Strategic Portfolio Reviews (QSPR) – The Continuous Improvement Administrator shall coordinate the quarterly Executive Team meetings to assess progress on strategic initiatives and performance measures specifically related to agency goals.

## 2.3 Administrators Meetings

2.3.1 The Assistant Directors shall jointly conduct an Administrators meeting bi-annually, via teleconference or in person to provide information on different administrative topics. Attendees shall include the Regional Operations Directors, Community Corrections Operations Director, Contract Beds Operations Director, Program Evaluation Administrators, Wardens and Bureau Administrators. Other attendees may present issues as scheduled or needed. {5-ACI-1B-05}

2.3.2 The Assistant Directors shall:

2.3.2.1 Prepare the agenda.

2.3.2.2 Provide agenda items at least one week prior to each meeting.

2.3.2.3 Have final approval authority for the agenda and determine what training, if any, shall be conducted at the meeting.

2.4 Community Agency Meetings – The Wardens or designees shall meet quarterly with the community agencies, within and outside the criminal justice system, which has contact with the institutions to allow input in policy development, coordinated planning and interagency consultation. {5-ACI-1A-06}

2.5 Director Quarterly Meeting – The Director may conduct a quarterly general staff meeting for staff assigned to all Central Office buildings. Attendance shall include the Deputy Directors, Assistant Directors, Inspector General, General Counsel, Legislative Liaison, Chief Human Resource Officer, Central Office Administrators and Managers.

2.5.1 Other staff assigned to Central Office may attend based on space availability.

2.5.2 Meeting may be conducted either in person or electronically.

2.5.3 The purpose of the meeting is to provide an opportunity to communicate updates regarding Arizona Department of Corrections, Rehabilitation and Reentry (ADCRR) activities and vision.

## 3.0 STAFF MEETINGS

3.1 Wardens, Deputy Wardens, Bureau Administrators, supervisors and other staff shall meet with their staff as necessary. Current events that impact the Department, revised written instructions, recent Department global decisions and issues raised by attendees shall be discussed. {5-ACI-1A-15}

3.2 Warden Meetings – The Warden shall:

3.2.1 Convene a monthly general staff meeting to cover topics of concerns regarding the Complex and to brief on ADCRR updates.

3.2.1.1 The following staff shall be invited:

3.2.1.1.1 Correctional Officer IIIs and IVs

3.2.1.1.2 Sergeants, Lieutenants, and Captains

3.2.1.1.3 Physical Plant, Business Office, Facility Health Administrator, Education, Religion, and Clerical

3.2.1.1.4 On duty Correctional Officers (as staffing allows)

3.2.2 Convene an annual meeting with program and education staff, to identify the needs of the inmate population to ensure the necessary programs and services are available, including programs and services to meet the needs of inmates with specific types of problems. {5-ACI-5E-04}

3.3 Monthly Uniformed Correctional Officer Meetings – Wardens, Deputy Wardens and supervisors shall:

3.3.1 Meet with a representative cross section of uniformed Correctional Officers (each unit shall be represented). Deputy Wardens shall not be in attendance during these meetings.

3.3.2 Ensure attendees shall be rotated on a monthly basis to afford a large cross-section of officers to participate in these meetings.

3.3.3 Make every effort to ensure these meetings do not regularly exclude officers with certain shift assignments, duty stations, or regular days off.

3.3.4 Arrange meeting times and staff schedules to minimize the necessity of overtime.

3.3.5 Ensure officers are encouraged to participate.

3.3.6 Ensure minutes are kept at these sessions and copies are:

3.3.6.1 Distributed to attendees and the appropriate Regional Operations Director.

3.3.6.2 Posted on the unit employee bulletin board.

3.4 Shift Meetings - The Deputy Warden, Associate Deputy Warden, Chief of Security and Employee Equal Opportunity (EEO) Liaison shall attend shift meetings in conjunction with mandatory shift tours as required by Department Order #703, Security/Facility Inspections.

3.5 All Department Heads shall meet monthly with the key staff members for the purpose of delegating authority, assigning responsibility, supervising work and coordinating efforts. {5-ACI-1A-15}

**4.0 INSTITUTION BRIEFINGS** - Institution briefings shall be used to distribute and share information, make decisions, and encourage the exchange of communications within the Institution's operations and units.

4.1 Deputy Warden of Operations Briefings

4.1.1 The Warden's Office shall schedule an Operations Briefing on each regular business day at a regularly scheduled time each morning.

4.1.2 The following staff shall attend:

- 4.1.2.1 Deputy Warden of Operations, who shall be the Chairperson/facilitator - In the absence of the Deputy Warden of Operations, the highest-ranking individual present, shall serve as the Chairperson/ facilitator.
- 4.1.2.2 Chief of Security
- 4.1.2.3 Operations Captain or Lieutenant
- 4.1.2.4 Complex Correctional Officer IV
- 4.1.2.5 Discipline Hearing Officer
- 4.1.2.6 Physical Plant Manager/Administrator
- 4.1.2.7 Correctional Education Program Supervisor
- 4.1.2.8 Senior Chaplain
- 4.1.2.9 On-Duty Shift Commander
- 4.1.2.10 Complex Occupational Safety Consultant
- 4.1.2.11 Other staff as requested

4.1.3 Designated staff unable to attend shall ensure a representative attends.

4.2 Deputy Warden Briefings

4.2.1 Each Deputy Warden shall conduct a scheduled morning briefing on regular business days.

4.2.2 The following staff shall attend:

- 4.2.2.1 Associate Deputy Warden
- 4.2.2.2 Chief of Security
- 4.2.2.3 Unit Correctional Officer IV
- 4.2.2.4 Discipline Coordinator
- 4.2.2.5 Operations Lieutenant or Sergeant
- 4.2.2.6 On-Duty Shift Commander
- 4.2.2.7 Special Security Unit (SSU) Supervisor
- 4.2.2.8 Physical Plant Manager/Administrator
- 4.2.2.9 Other staff as requested

4.2.3 Designated staff unable to attend shall ensure a representative attends.

#### 4.3 Warden Operations Briefings and Deputy Warden Briefings

- 4.3.1 The following documents shall be reviewed:
  - 4.3.1.1 New and/or revised Department written instructions
  - 4.3.1.2 Information Report forms
  - 4.3.1.3 Inmate Disciplinary Report, Form 803-1
  - 4.3.1.4 Correctional Service Logs
  - 4.3.1.5 Maintenance Work Order Request, Form 403-2
  - 4.3.1.6 Detention Reports/Beds Rosters
  - 4.3.1.7 Other reports/documents relevant for administration and management
  - 4.3.1.8 The Complex Open SIR Report
- 4.3.2 Wardens or Deputy Wardens shall establish an operational philosophy. Routine briefings afford an opportunity to clarify, elaborate, or explain the “who, what, when, where, why, and how” of correctional management.
- 4.3.3 In addition to routine discussion of assignments and projects, Wardens and Deputy Wardens may facilitate discussions on:
  - 4.3.3.1 Inmate dynamics and intelligence information at each briefing to:
    - 4.3.3.1.1 Further efforts to manage inmate behavior.
    - 4.3.3.1.2 Limit Security Threat Group (STG) or other criminal or unauthorized behavior.
    - 4.3.3.1.3 Discuss recent intelligence regarding inmate activity and current SSU cases.
  - 4.3.3.2 Individual Classification Issues, As Required – Staff may review and discuss individual classification issues to determine the best course of action (i.e., potential up or down classification overrides or a decision to manage an inmate out of the unit’s classification matrix).
  - 4.3.3.3 Inspection and audit preparation throughout the year, which provides an opportunity to track issues, provide direction, receive feedback on progress in specific areas, and resolve potential problems.
  - 4.3.3.4 Sanitation/Maintenance – Discussions shall be on an ongoing and continuous basis to reinforce the importance of sanitation/maintenance throughout the chain of command.
  - 4.3.3.5 Food Services – Wardens, Deputy Wardens, and Duty Officer’s shall monitor Food Services daily to:
    - 4.3.3.5.1 Ensure quality meals are provided to the inmate population on an ongoing and continuous basis.

4.3.3.5.2 Ensure Food Services requirements are met (i.e., quality, temperature, delivery, service).

4.3.3.5.3 Evaluate the accuracy of inmate meal counts/projections.

#### 4.4 Shift Briefings

4.4.1 Shift Briefings shall be conducted the first 15 minutes of each shift at any location posting uniformed Correctional Series Officers for duty.

4.4.1.1 Locations that operate under 12-hour shift schedules are not required to hold a briefing. In lieu of a formal briefing, a briefing book shall be maintained and made available to staff either through daily post rotation or other means that ensures communication concerning current information.

4.4.2 At the minimum, the following activities and topics shall be addressed:

4.4.2.1 Department Written Instructions – Discussion may include obtaining written verification of understanding or other methods to ensure staff is made aware of the instruction.

4.4.2.2 Post Assignments – Post assignments shall be determined in accordance with approved posting charts in order of priority.

4.4.2.3 Designation of "Type 5" and "Type 4" Response Team Members – Members shall be designated prior to the posting of each shift and include a minimum of acceptable numbers for each type of response.

4.4.2.4 Designated Armed Response Team (DART) Assignments

4.4.2.4.1 In addition to "Type 5" and "Type 4" Response Team assignments, DART assignments, including the DART Leader designation, shall be identified in accordance with local procedures.

4.4.2.4.2 To ensure each member is appropriately weapons qualified, DART Supervisors shall check each member's Firearms Qualification Card in accordance with Department Order #510, Firearms Qualification/Firearms Instructor Certification.

4.4.2.5 Attendance Reporting – Supervisors shall ensure Positive Attendance Reports (PARs) and/or Electronic Time Entry (ETE) for all staff are maintained and submitted in accordance with Department Order #512, Employee Pay, Work Hours, Compensation and Leave.

4.4.2.6 Staff Safety Procedures – Staff safety is the utmost priority for management of an institution. Safety procedures, response(s) to incidents, and other situations requiring staff awareness of any changes and/or systems shall be reviewed.

- 4.4.2.7 General Communications – To maintain communication, staff shall be briefed regarding events from earlier shifts and from other Department units and/or facilities, as appropriate.
- 4.4.2.8 Security Device Issues – Security device deficiencies shall be identified, reported, and corrected in accordance with Department Order #703, Security/Facility Inspections.
- 4.4.2.9 Security – All staff are responsible for security issues. Training and other issues related to Department written instructions/security issues shall be discussed during scheduled briefings.
- 4.4.2.10 Sanitation – Each unit shall have a comprehensive plan addressing the sanitation, health, and beautification of the physical plant. Such plans shall be ongoing, rather than situational, and clearly communicated to all staff.
- 4.4.2.11 Uniform Inspections – Supervisors shall ensure employees are in compliance with Department Order #503, Employee Grooming and Dress, and other applicable Department written instructions.
  - 4.4.2.11.1 Inspections shall be conducted during each briefing to include verifying employees are in possession of their driver’s licenses, Employee Identification Cards, Personal Protective Equipment (PPE), Firearms Qualification Cards, and other required materials.
  - 4.4.2.11.2 Inspection results shall be documented in accordance with the appropriate Post Order.
- 4.4.2.12 Contract Medical Services – Outstanding issues from the previous shift(s) relevant to inmates’ health care needs shall be reviewed.
- 4.4.2.13 Questions and Answers – Supervisors shall encourage staff to ask questions and provide answers and information as needed.
- 4.4.3 Additional topics may include one or more of the following on a daily basis:
  - 4.4.3.1 Incidents occurring at other institutions or units that may provide insight and improvement to unit operations.
  - 4.4.3.2 Physical plant issues and, when appropriate, prioritizing responses.
  - 4.4.3.3 General information or a discussion of the Warden's or Deputy Warden's meeting minutes highlights.
  - 4.4.3.4 Employee Recognition Awards or charitable campaign activities.
  - 4.4.3.5 Scheduling time for institutional or unit management to address staff.

- 4.4.3.6 Professional practices appropriate to the prison environment including applicable Department written instructions (i.e., sexual harassment, gender discrimination, work place violence responsibilities and other associated Equal Opportunity issues) and professional behavior as applied to inmate management.
  - 4.4.3.7 Developing and allowing staff to participate in a discussion of teamwork and appropriate team building exercises.
  - 4.4.3.8 Inmate Programs as an essential tool in inmate management efforts.
  - 4.4.3.9 Inspection, Food Service, inmate dynamics, and intelligence information as outlined in this section.
- 4.5 A briefing book or electronic briefing (e-briefing) containing information relayed during the scheduled briefing shall be maintained for use by staff with staggered work hours.