

CHAPTER: 100

Agency Administration/Management

DEPARTMENT ORDER:

112 – Department Meetings

OFFICE OF PRIMARY
RESPONSIBILITY:

COS
OPS

Effective Date:

August 1, 2024

Amendment:

N/A

Supersedes:

DO 112 (1/24/21)

Scheduled Review Date:

2027

ACCESS

Contains Restricted Section(s)

Arizona Department of Corrections Rehabilitation and Reentry



Department Order Manual

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

Ryan Thornell, Director

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PURPOSE

This Department Order (DO) 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 DO 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 may conduct:

1.1.1 Daily Huddles for Tier I – Deputy/Warden/Line Level – If no additional work groups are present.

1.1.2 Weekly or monthly Operational 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 weekly Department Executive Staff meeting is held which includes the Director, Deputy Director, Chief of Staff, Inspector General, General Counsel, and Assistant Directors.

2.2 Strategic Portfolio Reviews – The Strategic Planner 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 Each Assistant Director shall conduct a division leadership meeting, at least quarterly, to provide information on different agency and divisional topics.

2.3.1.1 Attendees shall include managers specific to that division, along with other attendees invited or scheduled.

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 Director or designees shall meet regularly with community agencies, within and outside the criminal justice system to allow input in policy development, coordinated planning, and interagency consultation.
- 2.5 Director Quarterly Meeting – The Director may conduct staff meetings for staff assigned to all Central Office buildings. Attendance shall include the Deputy Director, Chief of Staff, Assistant Directors, Inspector General, General Counsel, 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 Executive Team Members, Wardens, Deputy Wardens, Bureau Administrators, supervisors, and other staff shall meet with their staff regularly. Current events that impact the Department, revised written instructions, recent Department decisions and issues raised by attendees shall be discussed.
- 3.2 Leadership shall:
 - 3.2.1 Convene a monthly general staff meeting to cover topics of concerns regarding the Complex or Division and to brief on ADCRR updates.
 - 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. This shall occur at the agency level and complex level.
 - 3.2.3 Convene a weekly management meeting for dissemination of information and to address issues that arose through the week prior.
- 3.3 Monthly Uniformed Correctional Officer Meetings – Wardens and Deputy Wardens shall:
 - 3.3.1 Meet with a representative cross section of uniformed Correctional Officers (each unit shall be represented).
 - 3.3.1.1 Deputy Wardens shall not be in attendance during the Warden's meetings.

- 3.3.2 Ensure attendees are 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 Deputy Assistant Director for Prison Operations.

- 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 DO #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.

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. Briefings may occur in-person or in writing.

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 Business Manager/Administrator
- 4.1.2.12 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 topics shall be reviewed:
 - 4.3.1.1 New and/or revised Department written instructions
 - 4.3.1.2 Agency Vision, Mission, and Road Map
 - 4.3.1.3 Information Report, Form 105-2
 - 4.3.1.4 Inmate Disciplinary Report, Form 803-1
 - 4.3.1.5 Correctional Service Log, Form 105-6
 - 4.3.1.6 Maintenance Work Order Request, Form 403-2
 - 4.3.1.7 Detention Reports/Beds Rosters
 - 4.3.1.8 Review of divisional, institutional, and unit performance metrics

- 4.3.1.9 Other reports/documents relevant for administration and management
- 4.3.1.10 The Complex Open SIR Report
- 4.3.2 Wardens or Deputy Wardens shall establish an operational philosophy in line with the Agency Mission and Vision. This process shall guide their meetings.
- 4.3.3 In addition to routine discussion of assignments and projects, Wardens and Deputy Wardens may facilitate discussions on:
 - 4.3.3.1 Effective communication and engagement strategies.
 - 4.3.3.2 Inmate dynamics and intelligence information at each briefing to:
 - 4.3.3.2.1 Further efforts to manage inmate behavior.
 - 4.3.3.2.2 Limit Security Threat Group (STG) or other criminal or unauthorized behavior.
 - 4.3.3.2.3 Discuss recent intelligence regarding inmate activity and current SSU cases.
 - 4.3.3.3 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).
 - 4.3.3.4 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.
 - 4.3.3.5 Sanitation/Maintenance – Discussions shall be on an ongoing and continuous basis to reinforce the importance of sanitation/maintenance throughout the chain of command.
 - 4.3.3.6 Food Services – Wardens, Deputy Wardens, and Duty Officer’s shall monitor Food Services daily to:
 - 4.3.3.6.1 Ensure quality meals are provided to the inmate population on an ongoing and continuous basis.
 - 4.3.3.6.2 Ensure Food Services requirements are met (i.e., quality, temperature, delivery, service).
 - 4.3.3.6.3 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 are 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 DO #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 DO #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 DO #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 DO #503, Employee Grooming and Dress, and other applicable Department written instructions.
- 4.4.2.12 Healthcare 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.
- 4.4.2.14 Review of the day’s events to include education, programs, and recreation schedules.
- 4.4.3 Additional topics may include:
 - 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 Leadership and professional development.
 - 4.4.3.9 Inmate Programs as an essential tool in inmate management efforts.
 - 4.4.3.10 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.

FORMS LIST

- 105-2, Information Report
- 105-6, Correctional Service Log
- 403-2, Maintenance Work Order Request
- 803-1, Inmate Disciplinary Report