

CHAPTER: 100  
Agency Administration/Management

DEPARTMENT ORDER:  
112 – Department Meetings

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# Arizona Department of Corrections

## Department Order Manual



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

Charles L. Ryan, Director

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## **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 better communication within the Department.

The meetings identified in this Department Order shall be convened, take priority over any other business (excluding emergencies) and be canceled only in an emergency. 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 – Division Director/Assistant Director.

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 – The Director shall conduct a weekly Executive Staff meeting. Attendees shall include the Deputy Director, Division Directors, Assistant Director, Inspector General, Legislative Liaison, Chief Human Resources Officer, Planning, Budget and Research Administrator, Public Information Officer, Strategic Planning Administrator, and the General Counsel.

2.2 Quarterly Strategic Portfolio Reviews (QSPR) – 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 The Division Directors/Assistant Director 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, Regional Health Administrators, Wardens and Bureau Administrators. Other attendees may present issues as scheduled or needed.

2.3.2 The Division Directors/Assistant Director 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.

## 3.0 STAFF MEETINGS

3.1 Wardens, Deputy Wardens, Bureau Administrators, supervisors and other staff shall meet with their staff as necessary. Current events, revised written instructions, recent decisions and issues raised by attendees shall be discussed.

3.2 Quarterly Warden Meetings – The Warden shall

3.2.1 Conduct separate meetings with Correctional Officer III's, Sergeants, Lieutenants, and Grade 20's (Captains/Correctional Officer IV's together) to ascertain their compliance with written instructions, particularly as it pertains to security matters, and professional conduct. The minutes of these meetings shall be summarized, and a copy shall be forwarded to the appropriate Regional Operations Director.

3.2.2 Conduct meetings with each employee group in his/her direct chain of command (to include physical plant, clerical, etc. and Business Office) to ascertain their professional concerns/conduct, as well as their compliance with security practices.

3.2.3 Conduct meetings with each employee group not in his/her chain of command (to include chaplains, counselors, teachers, etc.) to keep open lines of communication, problem-solve any issues hindering delivery of services, and address any security concerns.

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 attend meetings conducted by the Warden.

3.3.2 Ensure attendees shall be rotated on a monthly basis so the largest amount of officers can 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/Briefings
  - 3.4.1 The Warden shall ensure briefings and/or shift meetings are conducted in accordance with Department Order #105, Information Reporting or other written instruction as appropriate.
  - 3.4.2 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.