


**ARIZONA DEPARTMENT OF CORRECTIONS
DIRECTOR'S OFFICE**

MEMORANDUM

TO: DISTRIBUTION
FROM: CHARLES L. RYAN 
DATE: June 28, 2019
SUBJECT: Director's Instruction # 376, Employee Engagement

This Director's Instruction is effective immediately and will remain in effect until incorporated into the applicable Department Order(s).

PURPOSE:

This Director's Instruction provides additional opportunities to recognize and engage employees.

PROCEDURES:

- 1.1 Unit Tours - Deputy Wardens shall spend part of their units' tours shadowing Correctional Officer IIs (CO IIs) while they are performing their duties, to ensure they have a better understanding as to the challenges of the job and to assist when needed.
- 1.2 Career Conversation - Deputy Wardens or Associate Deputy Wardens shall, at the two year mark in each CO IIs career, have a Career Conversation regarding promotional opportunities, career plans and ambitions.
 - 1.2.1 This conversation shall be documented on a memorandum and placed in the employee's MAP and a copy given to the employee.
- 1.3 Minimize Supervisor Movement - Supervisors shall remain on their assigned shifts longer.
 - 1.3.1 The Division Director for Prison Operations shall establish minimum assignment lengths for all supervisors and administrators, to minimize supervisor rotation.
- 1.4 Meeting Reductions - Administrators shall reduce the time of the meetings to no more than ½ hour when possible.
- 1.5 Department Recognition
 - 1.5.1 Employee/Volunteer Award Nomination – Within 60 calendar days of the effective date of this Director's Instruction, the Division Directors and Assistant Director shall agree upon a process of a ballot system for monthly employee awards and recognition.
 - 1.5.2 Recognition Letters - When an officer finds contraband or performs their duties admirably, the unit Deputy Warden shall mail a letter of recognition directly to the officer's home and place a copy in their MAP.