

MASSACHUSETTS DEPARTMENT OF CORRECTION

DEPARTMENT OF CORRECTION ORGANIZATIONAL FUNCTION/STAFF MEETINGS

103 DOC 102

TABLE OF CONTENTS

102.01 Definition.....	2
102.02 Staff Meetings.....	5
102.03 Organizational Structure.....	6
102.04 Emergencies.....	7
Attachment I DOC Table of Organization..... (not on intranet)	8

Massachusetts Department of Correction	Division: Office of the Commissioner
Title: Department of Correction Organizational Function/Staff Meetings	Number: 103 DOC 102

PURPOSE: To establish Department of Correction (Department) policy regarding staff meetings.

REFERENCES: M.G.L. Ch 124, § 1(c), (q).

APPLICABILITY: Staff

PUBLIC ACCESS: Yes

LOCATION: Department Central Policy File
Each Institution's Policy File
Commissioner's Policy File

RESPONSIBLE: Staff for Implementing and Monitoring of Policy:

- Commissioner
- Superintendents

EFFECTIVE DATE: 07/30/2020

CANCELLATION DATE: 103 DOC 102 cancels all previous Departmental policies, statements, bulletins, directives, orders, notices, rules or regulations regarding organizational functions and staff meetings which are inconsistent with this policy.

SEVERABILITY CLAUSE: If any part of 103 DOC 102 is for any reason held to be in excess of the authority of the Commissioner, such decision shall not affect any other part of this policy.

102.01

Definitions

1. Assistant Deputy Commissioner: A senior level manager who reports to the Deputy Commissioner of the Prison Division, and is responsible for ensuring policy compliance and standardization of procedures, for institutions under his/her supervision (divided by northern and southern sectors), in such areas as staff development, labor management, disorder management, and overall operations.
2. Assistant Deputy Commissioner of Reentry: A senior level manager who reports to the Deputy Commissioner of Clinical Services and Reentry, and is responsible for ensuring policy compliance and standardization of procedures in such areas as reentry, program services, classification, county, federal, and interstate relations, immigration and customs enforcement, date computation, transfer unit, sex offender management, victim services, central records and inmate training and education.
3. Assistant Deputy Commissioner of Clinical Services: A senior level manager who reports to the Deputy Commissioner of Clinical Services and Reentry. Duties include, but are not limited to, the management of the Health Services Division and the oversight of the medical/mental health contract.
4. Assistant Deputy Commissioner of Field Services: A senior level manager who reports to the Deputy Commissioner of Field Services, and is responsible for ensuring policy compliance and standardization of procedures, for the Office of Investigative Services, Special Operations, Inmate Transportation and the Community Work Crew Divisions.
5. Central Headquarters: The administrative headquarters of the Department of Correction, located in Milford, Massachusetts.

6. Commissioner: The Commissioner of Correction.
7. Correctional Institution: Any building, enclosure, space, or structure used for the custody, control and rehabilitation of committed inmates and of such other persons who may be placed in custody therein in accordance with law.
8. Department of Correction: A Commonwealth Agency, under the auspices of the Executive Office of Public Safety and Security that is charged with the detention of those committed to the custody and control of the Commonwealth.
9. Deputy Commissioner of Administration: The executive staff person who reports to the Commissioner, and whose duties include, but are not limited to Administrative and Fiscal Services, the Human Resources Division, Massachusetts Correctional Industries (MassCor), Food Services and Resource Management.
10. Deputy Commissioner of Career and Professional Development: The executive staff person who reports to the Commissioner, and whose duties include, but are not limited to, the management of Diversity, Staff Training, Career Development and Succession Planning for the Agency, the Employee Assistance Services Unit, Policy Development and Compliance Unit and PREA Audits, Operations and Investigations.
11. Deputy Commissioner of Clinical Services and Reentry: The executive staff person who reports to the Commissioner, and whose duties include, but are not limited to, the management of the Assistant Deputy Commissioner of Clinical Services and the Assistant Deputy Commissioner of Reentry.
12. Deputy Commissioner of Field Services: The executive staff person who reports to the Commissioner, and whose duties include, but are not limited to, the management of the Office of Investigative Services, Internal Affairs, Special Operations Division, Central

Transportation Unit, Security and Technology Division and the Community Work Crew Central Division.

13. Deputy Commissioner of the Prison Division: The executive staff person who reports to the Commissioner, and whose duties include, but are not limited to, the direct supervision of Legislative Affairs, the Communications Division, the overseeing of all 16 institutions, the Central Inmate Disciplinary Unit and the management of: Assistant Deputy Commissioners of the Northern and Southern Sectors.
14. Executive Staff: The Commissioner, Deputy Commissioner of Field Services, Deputy Commissioner of the Prison Division, Deputy Commissioner of Administration, Deputy Commissioner of Clinical Services and Reentry, Deputy Commissioner of Career and Professional Development, General Counsel, Assistant Deputy Commissioner of the Northern Sector, Assistant Deputy Commissioner of the Southern Sector, Assistant Deputy Commissioner of Reentry, Assistant Deputy Commissioner of Clinical Services, Assistant Deputy Commissioner of Field Services, Director of Legislative Affairs, Director of Policy Development and Compliance Unit, Executive Director of Administrative Services, Executive Director of Strategic Planning and Research and the Administrative Director.
15. General Counsel: The executive staff person who reports to the Commissioner, and is the chief legal counsel for the agency and oversees the attorneys in the DOC's Legal Division. The Department's attorneys represent Department employees in state and federal court actions and before administrative tribunals in the areas of labor and employment, worker's compensation, inmate discipline, civil rights, medical and mental health, sentencing, environmental law, torts and civil commitment petitions. The General Counsel's responsibilities also include the provision of legal opinions, the drafting and review of

legislation, regulations, policies, and contracts, and the issuance of legal advice on a variety of matters.

16. Superintendent: The chief administrative officer of a state correctional institution.

102.02 Staff Meetings

1. DOC Central Headquarters

- a. Regardless of management level, Executive Staff and Unit Director(s) shall conduct staff meetings at least monthly with their staff complement to discuss issues relating to the operation of units/divisions under their control. All staff shall be encouraged to participate in the process of problem solving and strategy development, and in the development of policies and procedures. All staff meetings shall be documented.
- b. On a monthly basis, the Commissioner shall meet with all Executive Staff to facilitate communication, and ensure conformity with applicable law, regulations, policies, and procedures.

2. Institutions

- a. The Assistant Deputy Commissioners of the Northern and Southern Sectors shall conduct staff meetings at least monthly with their staff complement to discuss issues relating to the operation of institutions under their control. All staff shall be encouraged to participate in the process of problem solving and strategy development, and in the development of policies and procedures. All staff meetings shall be documented and minutes shall be submitted to their respective Deputy Commissioner and the Commissioner.
- b. Each Superintendent shall develop policy and procedures regarding the frequency of

staff meetings at various levels of responsibility and the persons, identified by job titles, who should attend. Staff meetings should be held at least monthly. All staff meetings shall be documented and minutes shall be submitted through their respective Assistant Deputy Commissioner (ADC) to the Deputy Commissioner and the Commissioner.

- c. Each Superintendent, acting in his/her capacity as the institution's chief administrator, shall meet with the institution's senior managers and division heads, preferably on a weekly basis. If the institution is of a relatively small size, the Superintendent should conduct at least monthly meetings with the entire staff, less a skeleton staff for operations. All staff meetings shall be documented.
- d. The institution senior managers and division heads should conduct staff meetings with their supervisors in a similar manner as described above in 102.02-2 (b) and (c).
- e. The Superintendent and all other institution managers shall encourage the participation of all staff in the process of problem solving and strategy development and in the development of policies and procedures.

102.03 **Organizational Structure**

- 1. The Department shall annually develop an organizational chart which accurately reflects the structure of authority, responsibility and accountability (See Attachment I). Updates shall be made as needed when staffing transitions occur and submitted to the Commissioner's Office and Human Resources. Departmental policies shall describe organizational functions, services and activities, which are governed by specific persons identified as being responsible for a

particular section, department, or unit/division.

2. Each institution and division shall annually develop a written plan with an organizational chart as well as submit updates as staffing transitions occur and submitted to the Commissioner's Office and Human Resources which graphically illustrates:
 - a. The institution organization
 - b. The function and number of divisions/units
 - c. All levels of supervision.

102.04 **Emergencies**

Whenever, in the opinion of the Commissioner, Deputy Commissioner or a Superintendent of a state correctional institution, an emergency exists which requires suspension of all or part of this policy, they may order such suspension, except that any such suspension lasting beyond forty-eight (48) hours shall be authorized by the Commissioner.

Attachment I

(Not on the Intranet)