



**Department of Correction Organizational Function/Staff Meetings
103 DOC 102**

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102.01 Purpose

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

102.02 Cancellation

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.

102.03 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.

102.04 Definitions

Assistant Deputy Commissioner of North/South: 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 their supervision (divided by northern and southern sectors), in such areas as staff development, labor management, disorder management, and overall operations.

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 Recovery Pathfinders, Reentry, Program Services, Classification, County, Federal, and Interstate Unit, Immigration and Customs Enforcement, Central Date Computation Unit, Transfer Unit, Sex Offender Management, Central Records, Education Division and Operations Analyst.

Assistant Deputy Commissioner of Clinical Services: 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 Clinical Services, Behavioral Health, and the oversight of the medical/mental health contract.

Central Headquarters: The administrative headquarters of the Department of Correction, located in Milford, Massachusetts.

Commissioner of Correction (Commissioner): The Commissioner is the Chief Executive Officer of the Department of Correction.

Chief of Staff: As one of the agency's second in command, the Chief of Staff reports directly to the Commissioner of the Department of Correction. The Chief of Staff collaborates closely with the Commissioner to ensure the Department's mission and vision is carried out. Provides direction to senior level management regarding policy changes and updates. The position exercises direct supervision of the Deputy Chief of Staff and Strategic Planning and Research.

Correctional Institution: Any building, enclosure, space, or structure used for the custody, control, and rehabilitation of committed individuals and of such other persons who may be placed in custody therein in accordance with law.

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.

Deputy Chief of Staff: The executive staff person who reports to the Chief of Staff, and whose duties include, but are not limited to, the management of the Policy Development and Compliance Unit, Legislative Affairs, Media Relations, Strategic Initiatives, and the Communication and Administrative Resolution.

Deputy Commissioner of Administration: The executive staff person who reports to the Commissioner, and whose duties include, but are not limited to, the management of Administrative and Fiscal Services, Massachusetts Correctional Industries (MassCor), Food Services, Systems Projects, Special Projects, and the Division of Resource Management.

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 Employee Assistance Unit, Victim Services, Assistant Deputy Commissioner of Clinical Services, and the Assistant Deputy Commissioner of Reentry.

Deputy Commissioner of Field Services: The executive staff person who reports to the Commissioner, and whose duties include, but are not limited to, the overseeing of the Office of Investigative Services, the Professional Standards Unit and PREA Audits, Operations, and Investigations.

Deputy Commissioner of Human Resources: The executive staff person who reports to the Commissioner, and whose duties include, but are not limited to the management of the Division of Human Resources, and Workforce Development and Equal Opportunity.

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 overseeing of all 13 institutions, and the management of the Assistant Deputy Commissioners of the Northern and Southern Sectors, Operational Services, and the Central Discipline Unit.

Command Staff: The Command Staff is made up of two (2) groups, the Small Command Staff and the Large Command Staff. The Small Command Staff includes the Commissioner, Chief of Staff, 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 Human Resources, Administrative Director, and General Counsel. The Large Command Staff includes, in addition to the small command staff members, the 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, Deputy Chief of Staff, Director of Strategic Initiatives, and the Executive Director of Strategic Planning and Research.

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, incarcerated and civilly committed individual 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.

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

102.05 Staff Meetings

A. DOC Central Headquarters

1. Regardless of management level, Command Staff and Division 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.
2. On a monthly basis, the Commissioner shall meet with all Command Staff to facilitate communication, and ensure conformity with applicable law, regulations, policies, and procedures.

B. Institutions

1. 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.
2. 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 to the Deputy Commissioner and the Commissioner.
3. Each Superintendent, acting in their 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.
4. The institution senior managers and division heads shall conduct staff meetings with their supervisors in a similar manner as described above in 102.02 (B)(2) and (3).

5. 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.

102.06 Organizational Structure

- A. The Department shall annually develop an organizational chart which accurately reflects the structure of authority, responsibility, and accountability. Updates shall be made as needed when staffing transitions occur and submitted to the Commissioner's Office and the Division of 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.
- B. 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:
 1. The institution organization;
 2. The function and number of divisions/units;
 3. All levels of supervision.

102.07 Emergencies

Whenever, in the opinion of the Commissioner, the Chief of Staff, a 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.

102.08 Responsible Staff

Reviewing Authority: Commissioner

Responsible Staff:

- Superintendents

102.09 Access to Policy

Department Central Policy File

Each Institution's Policy File

Institution Library

102.10 Information Sources

Legal Authority:

[M.G.L. Ch. 124, § 1\(c\), \(g\)](#).

Other Related Policies: None

Applicability: All Staff

Attachments: None