

MASSACHUSETTS DEPARTMENT OF CORRECTION

DEPARTMENT OF CORRECTION ORGANIZATIONAL FUNCTION/STAFF MEETINGS

103 DOC 102

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(not on intranet)

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 (hereinafter "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: 07/01/2015

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 facilities 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 Administration: The executive staff person who reports to the Deputy Commissioner of Administrative Services, and whose duties include, but are not limited to the management of: the administrative aspects of the Department including the Division of Human Resources, which includes Employee Relations, Hearings Unit, Administrative Prosecution Unit, Workers Compensation, Employee Assistance Services Unit, Payroll/Personnel.
3. Assistant Deputy Commissioner of Classification: A senior level manager who reports to the Deputy Commissioner of the Classification, Programs and Reentry Division, and is responsible for ensuring policy compliance and standardization of procedures in such areas as classification, county, federal, interstate, immigration & customs enforcement, date computation, transfer unit, sex offender management, victim services and central records.
4. Assistant Deputy Commissioner of Clinical Services: The executive staff person who reports to the Deputy Commissioner of the Classification, Programs and Reentry Division. Duties include, but are not limited to the management of the Health Services Division and the oversight of the medical/mental health contract.

5. Deputy Commissioner of the Administrative Services Division: The executive staff person who reports to the Commissioner, and whose duties include, but are not limited to the management of: the administrative aspects of the Department including the Assistant Deputy Commissioner of Administration, Division of Human Resources, Administrative and Fiscal Services, Resource Management, the Division of Staff Development, the Office of Diversity and Equal Opportunity and the Internal Affairs Unit.
6. Deputy Commissioner of the Classification, Programs and Reentry Division: The executive staff person who reports to the Commissioner, and whose duties include, but are not limited to the management of: Health Services Unit, Classification Division, Program and Reentry Services and Inmate Training and Education.
7. 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 management of: Assistant Deputy Commissioners of the Northern and Southern Sectors, the Community Work Crew Central Division, Office of Investigative Services, the Central Inmate Disciplinary Unit, Central Transportation Unit and Special Operations Division.
8. Central Headquarters: The administrative headquarters of the Department of Correction, located in Milford, Massachusetts.
9. Commissioner: The Commissioner of Correction.
10. Correctional Institution: Any building, enclosure, space, or structure used for the custody, control and rehabilitation of committed offenders and of such other

persons as may be placed in custody therein in accordance with law.

11. 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.

12. Executive Staff: The Commissioner, Deputy Commissioner of the Prison Division, Deputy Commissioner of the Administrative Services Division, Deputy Commissioner of the Classification, Programs & Reentry Division, General Counsel, Assistant Deputy Commissioner of the Northern Sector and Assistant Deputy Commissioner of the Southern Sector, Assistant Deputy Commissioner of Administrative Services, Assistant Deputy Commissioner of Classification, Assistant Deputy Commissioner of Clinical Services, Director of Communication and Administrative Resolution, Director of Legislative Affairs, Director of Policy Development and Compliance Unit, Director of Program Services and Reentry, Director of Inmate Training and Education, Director of Administrative Services, Director of Equal Opportunity & Diversity, Executive Director of Strategic Planning and Research, Director of Performance Measures, Director of Public Affairs, Assistant Secretariat Chief Information Officer of Technology and Information Services and the Executive Assistant to the Commissioner.

13. General Counsel: The executive staff person who reports to the Commissioner, and is the chief legal counsel for the agency, overseeing 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. 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.

14. 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 his/her 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 superintendents and department heads to facilitate communication, and ensure conformity with applicable law, regulations, policies, and procedures.
2. Institutions
 - a. The Assistant Deputy Commissioners shall conduct staff meetings at least monthly with his/her staff complement to discuss issues relating to the operation of institutions under his/her 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 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). 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 shall annually develop a written plan with an organizational chart which graphically illustrates:
 - a. The institution organization
 - b. The function and number of divisions/units
 - c. All levels of supervision

Attachment I

(Not on the Intranet)