

	DEPARTMENT OF PUBLIC SAFETY	EFFECTIVE DATE: JUN 19 2008	POLICY NO.: ADM.01.02
	DEPARTMENT ADMINISTRATION POLICY AND PROCEDURES	SUPERSEDES (Policy No. & Date): ADM.01.02 of 10/30/97	
	SUBJECT: DEPARTMENT DIRECTIVE SYSTEM	Page 1 of 13	

1.0 PURPOSE

To establish standards for the organization, content, format, codification, and maintenance of Department Policy and procedures manuals.

2.0 REFERENCES AND DEFINITIONS

.1 References

- a. Hawaii Revised Statutes (HRS), §353C-2, Director of Public Safety, Powers and Duties.
- b. Policy ADM.01.01, Policy Coordination and Control.
- c. Policy ADM.08.01, Emergency Response Manual.

.2 Definitions

- a. Type A Policies - Policies providing procedural guidelines for one or more divisions.

These are policies which establish standards for one or more divisions. Normally, only procedural guidelines are provided and it is the responsibility of each affected division or branch to develop the detailed procedures to implement the policy within the framework of the guidelines provided.

This type of policy is always signed by the Director and the deputy director responsible for the functional area.

- b. Type B Policies - Policies which implement a Department policy.

These policies are developed by a division or branch to implement a Type A Policy. The policy may be tailored to the resources and capabilities of the particular division or branch but within the framework of the guidelines or parameters provided by the Department policy. The policy only provides procedures for the staff within a particular branch or division and does not apply to any other branch or division.

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* To provide solutions to problems

Provide a reference source about a job or work system and authoritative answers to operational questions.

* To establish controls and accountability

Establish who is responsible for performing specific functions.

* To establish standards

Ensure consistency in job performance.

* To organize

Provide a plan for organizing a work force to carry out a function.

These manuals shall be made readily available to all employees. They shall be monitored periodically and revised as necessary to ensure compliance with Department goals.

4.0 **DIRECTIVE SYSTEM**

.1 System Overview

The Department directive system shall consist of two elements.

a. Policy and Procedures

A collection of Department policy and procedures in a series of manuals which govern the administrative and operational functions of each division in the Department. All policies relating to a division shall be signed by the Director and the respective Deputy Director. Policies pertaining to a branch shall be signed by the branch administrator.

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b. Inter-Office Memorandum (IOM)

IOMs may be issued by the Director or a Deputy Director if the IOM applies to more than one division; a division administrator if the IOM only applies to that division; or a branch administrator if the IOM only applies to their command.

IOMs may be issued for one or more of the following purposes:

1. To immediately establish policy and procedure with regard to a specific circumstance. IOMs of this nature will eventually be developed into a formal policy and procedure which will be placed in the appropriate manual. In this respect, IOMs of this type are of a self-canceling nature.
2. To explain or emphasize previously issued policy and procedures.
3. To disseminate information that is of interest or concern to employees.

The concept of the directive system is to establish a single reference source for Department policy and procedures. If an employee wants to know what the latest Department policy and procedure is on a particular issue, they need only go to a single source - the policy and procedures manual governing their division or branch.

.2 Policy and Procedures Manuals

There shall be three main categories of policy and procedures manuals within the Department: manuals that govern the administrative functions of two or more divisions; manuals that govern the administrative and operational functions of a single division; and manuals that govern the administrative and operational functions of a single branch.

a. Administration Policy and Procedures Manuals

These manuals contain policy and procedure that govern two or more divisions. The policy and procedures in these manuals normally provide guidelines or parameters which will govern specific functions at the division and branch level. Each affected division or branch must develop procedures which will implement these policies within the framework of the parameters specified.

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There are four categories of administrative manuals which provide guidelines for implementing Department policy:

1. Department Administration Policy and Procedures Manual

This manual shall be identified by the title, "Department Administration" and a policy number prefixed by the letters "ADM" in the title block of all policies in the manual (reference Appendix A).

The policies in this manual apply to all divisions within the Department. The manual provides all divisions with administrative guidelines and procedures governing such functions as establishing a new position, employee grievances, employee disciplinary procedures, management of petty cash funds, job performance reviews, maintaining inventory records, purchasing, and so forth, which are common to all divisions.

2. Law Enforcement Administration Policy and Procedures Manual

This manual shall be identified by the title, "Law Enforcement Administration" and a policy number prefixed by the letters "LAW" in the title block of all policies in the manual (reference Appendix B).

The policies in this manual only apply to law enforcement divisions. Policies in this manual provide procedural guidelines governing law enforcement functions. Each division in law enforcement is responsible for developing the detailed procedures to implement the policy within the framework or parameter of the guidelines provided.

3. Corrections Administration Policy and Procedures Manual

This manual shall be identified by the title, "Corrections Administration" and a policy number prefixed by the letters "COR" in the title block of all policies in the manual (reference Appendix C).

The policies in this manual apply to one or more divisions under the Deputy Director for Corrections. The policies provide procedural guidelines for all correctional operations to follow in implementing Department policy pertaining to correctional programs. Every correctional facility is responsible for developing procedures for governing their operations based upon the guidelines in this manual.

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4. Department Emergency Response Manual

This manual provides procedural guidelines for all divisions in the Department to follow in the event of specific emergencies. Every division and branch in the Department must develop emergency procedures tailored to their resources and capabilities based upon the guidelines provided in this manual. The provisions of this manual are outlined in Department policy, ADM.08.01.

b. Division Manuals

1. Divisions Under the Deputy Director for Law Enforcement

Every law enforcement division shall establish and maintain an administration and operations manual which will govern their operations. The manual shall contain all procedures developed by the division to implement law enforcement policy based upon guidelines provided in the Law Enforcement Administration Policy and Procedures Manual. Procedure format and chapter content of the manual shall be identical to the Law Enforcement Administration Policy and Procedures Manual. Each division manual shall be identified by the name of the division and a policy number prefixed by a unique designation for the division in the title block of all procedures (reference Appendix D).

2. Divisions Under the Deputy Director for Corrections

Divisions may establish their own policy and procedures manual as deemed necessary after consultation with the Department Policy Coordinator. An example of the standard format that shall be used is shown in Appendix E.

c. Branch Manuals

1. Correctional Facility Branch Policy and Procedures Manual

Every correctional facility shall establish and maintain a policy and procedures manual which will govern their operations. The manual shall contain the procedures developed by the facility to implement corrections policy based upon guidelines provided in the Corrections Administration Policy and Procedures Manual.

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Each branch manual shall be identified by the name of the facility and a policy number prefixed by a unique number for that facility in the title block of all procedures (reference Appendix F).

When a facility policy applies to staff at the same facility who function under different divisions, the branch administrators of the respective divisions shall both sign the policy as the approving authorities.

Example: For a policy that applies to both security staff and health care staff at a facility, the signature blocks would be as follows:

APPROVED:

Warden

Date

APPROVED:

Clinical Services Branch Administrator

Date

If the policy only applied to security personnel or security functions, the warden would be the sole approving authority.

2. Branch Policy and Procedure Manuals Under Other Correctional Divisions

Branches within a division may establish their own policy and procedures manual after consultation with the Department Policy Coordinator. These manuals would provide the procedures which implement division policy. An example of the standard format that shall be used is shown in Appendix G for the intake service centers division.

5.0 POLICY FORMAT

A standard policy and procedure format shall be used in all administrative, division, and branch manuals (reference Appendix H). The effective date of a policy is the date the approving authority signs the policy.

The format outlined in Appendix H represents a basic format. If a policy only outlines a series of policy statements and there are no procedures, then the "Procedures" section may be eliminated. On the other hand, if other major section

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headings are needed such as a section titled "Responsibilities", they may be used. Normally, those responsible for performing a function are identified in procedures and a separate section identifying responsibilities is not always required.

6.0 POLICY NUMBER CODIFICATION SYSTEM

.1 Administration Policy and Procedures Manuals

An alpha-numeric system shall be employed for policy numbers in administration manuals. An alpha prefix shall designate the administrative area, the next two digits represent the chapter number within the manual, and the last two digits represent the policy number within the chapter.

Examples:

ADM.02.04 = The fourth policy under Chapter 2 within the Department Administration Policy and Procedures Manual.

LAW.06.03 = The third policy under Chapter 6 within the Law Enforcement Administration Policy and Procedures Manual.

COR.08.08 = The eighth policy under Chapter 8 of the Corrections Administration Policy and Procedures Manual.

All administrative policies shall be numbered from 1 through 50 for each chapter.

.2 Law Enforcement Division Administration and Operations Manuals

All procedures in the law enforcement division manuals shall have an alpha-numeric designation in the title block for policy numbers. The prefix shall indicate the particular division:

SD = Sheriff Division

NED = Narcotics Enforcement Division

The second two digits shall coincide with the chapter in the Law Enforcement Administration Policy and Procedures Manual and the last two digits represent the policy number within the chapter.

Division procedures which are developed to implement an administrative policy shall have the same chapter number and policy number within the chapter as that in the Law Enforcement Administration Policy and Procedures Manual.

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Policies within chapters which are developed by a division and apply only to that division shall be numbered 51 to 100.

Example:

Policy No. NED.06.03 indicates a procedure in the Narcotics Enforcement Division Administration and Operations Manual which implements the third policy under chapter 6 in the Law Enforcement Administration Policy and Procedures Manual.

Policy No. NED. 06.52 indicates a procedure developed by the Narcotics Enforcement Division under chapter 6 in their administration operations manual but which applies only to their division and is not based upon an administration policy.

.3 Branch Manuals

a. Correctional Facility Branch Policy and Procedures Manual

All procedures in the correctional facility branch manuals shall have a five-digit numeric designation in the title block for policy number. The first digit shall indicate the particular branch:

- 2 = Halawa Correctional Facility
- 3 = Kulani Correctional Facility
- 4 = Waiawa Correctional Facility
- 5 = Hawaii Community Correctional Center
- 6 = Maui Community Correctional Center
- 7 = Oahu Community Correctional Center
- 8 = Kauai Community Correctional Center
- 9 = Women's Community Correctional Center

The second two digits shall coincide with the chapter in the Corrections Administration Policy and Procedures Manual and the last two digits represent the policy number within that chapter.

Branch procedures which are developed to implement an administration policy shall have the same chapter number and policy number within the chapter as that in the Corrections Administration Policy and Procedures Manual. Policies within a chapter which are developed by a branch that apply only to that branch shall be numbered 51 to 100.

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Examples:

Policy No. 6.08.02 indicates a procedure in the Maui Community Correctional Center Policy and Procedures Manual which implements the second policy under chapter 8 in the Corrections Administration Policy and Procedures Manual.

Policy No. 6.08.52 indicates a policy developed by MCCC under chapter 8 in their Policy and Procedures Manual but which applies only to their branch and is not based upon a Corrections Administration policy.

b. Intake Service Centers Branch Policy and Procedures Manual

All procedures in Intake Service Center branch manuals shall have a five-digit numeric designation in the title block for policy number. The first digit shall indicate the particular branch:

- 1 = Oahu Intake Service Center
- 2 = Maui Intake Service Center
- 3 = Hawaii Intake Service Center
- 4 = Kauai Intake Service Center

The second two digits shall coincide with the chapter in the Intake Service Centers Division Administration Policy and Procedures Manual and the last two digits the policy number within that chapter.

Branch procedures which are developed to implement an administration policy shall have the same chapter number and policy number within the chapter as that in the Intake Service Centers Division Administration Policy and Procedures Manual.

Policies within a chapter which are developed by a branch that apply only to that branch shall be numbered 51 to 100.

Examples:

Policy No. 1.05.06 indicates a procedure in the Oahu Intake Service Center Policy and Procedures Manual which implements the sixth policy under chapter 5 in the Intake Service Centers Division Administration Policy and Procedures Manual

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Policy No. 2.05.54 indicates a policy in the Maui Intake Service Center Policy and Procedures Manual under chapter 5 which applies only to that branch and is not based upon an Intake Service Centers Division Administration Policy.

7.0 MANUAL ORGANIZATION AND CONTENT

.1 Department Administration

The chapter organization and general subject matter that shall be contained in each chapter of the Department Administration Policy and Procedures Manual will be found in Appendix I.

.2 Law Enforcement Administration

The chapter organization and general subject matter that shall be contained in each chapter of the Law Enforcement Administration Policy and Procedures Manual will be found in Appendix J. Every law enforcement division shall organize their administration and operations manual along identical lines.

.3 Corrections Administration

The chapter organization and general subject matter that shall be contained in each chapter of the Corrections Administration Policy and Procedures Manual will be found in Appendix K. Every correctional facility shall organize their policy and procedures manual along identical lines.

.4 Intake Service Centers Division Administration and Other Divisions Under the Deputy Director for Corrections

The chapter organization and general subject matter that shall be contained in each chapter of the Intake Service Centers Division Administration Policy and Procedures Manual will be found in Appendix L. Every intake service center branch shall organize their policy and procedures manual along identical lines.

Other divisions wishing to establish their own manual shall consult with the Department Policy Coordinator who will assist them in chapter organization and content in order to ensure Department standards are followed.

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.5 Table of Contents Organization

The table of contents for all division and branch manuals may be organized to act as a reference source for administration policy and procedures as well as division or branch procedures. Not all administration policy and procedures need further development and implementation at the division or branch level. The table of contents of branch and division manuals may be designed to function as a single reference source for all Department policy. An example follows of one way this may be done for a branch manual:

Example:

Chapter 3	<u>PERSONNEL</u>	<u>EFFECTIVE DATE</u>
	2.03.01 Attendance Records	08/26/85
	COR.03.02 Supplemental Employment	10/18/85
	2.03.03 Vacation Leave	10/15/91
	COR.03.04 Legal process, Notification of	05/04/92
	2.03.05 Rank Structure	06/02/88
	2.03.06 Photo ID Cards, Control of	07/30/91

Explanation:

"COR" preceding a policy number in the table of contents indicates the policy did not require further work for implementation at the branch level and the policy may be found under the corresponding policy number in the Corrections Administration Policy and Procedures Manual. A branch indicator prefix indicates a policy has been developed to implement a Corrections Administration policy with a corresponding chapter and policy number and it will be found in this branch manual.

8.0 SCOPE

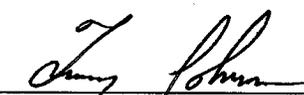
This policy applies to all divisions, branches, and staff offices within the Department.

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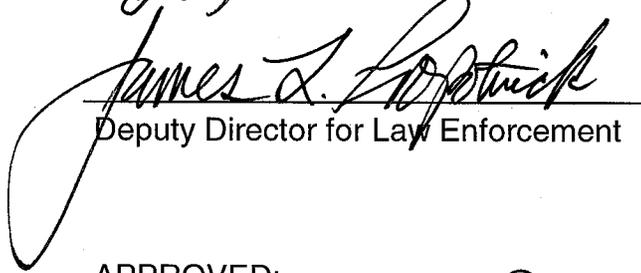
APPROVAL RECOMMENDED:


 Deputy Director for Administration

6/6/08
 Date

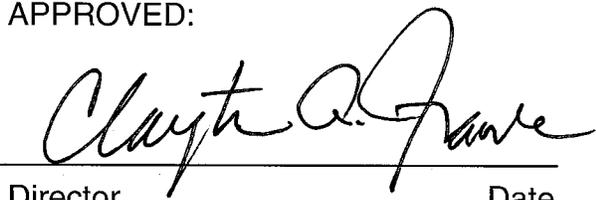

 Deputy Director for Corrections

6/18/08
 Date


 Deputy Director for Law Enforcement

6-19-08
 Date

APPROVED:

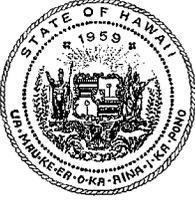

 Director Date

6/19/08

	DEPARTMENT OF PUBLIC SAFETY DEPARTMENT ADMINISTRATION POLICY AND PROCEDURES	EFFECTIVE DATE:	POLICY NO.: ADM.00.00
		SUPERSEDES (Policy No. & Date): --	
SUBJECT:			Page 1 of 1

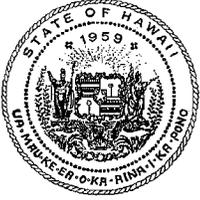
(Chapter number in manual)

(Policy number within chapter)

	DEPARTMENT OF PUBLIC SAFETY LAW ENFORCEMENT ADMINISTRATION POLICY AND PROCEDURES	EFFECTIVE DATE:	POLICY NO.: LAW.00.00
		SUPERSEDES (Policy No. & Date): --	
	SUBJECT:		Page 1 of 1

(Chapter number in manual)

(Policy number within chapter)

	DEPARTMENT OF PUBLIC SAFETY CORRECTIONS ADMINISTRATION POLICY AND PROCEDURES	EFFECTIVE DATE:	POLICY NO.: COR.00.00
		SUPERSEDES (Policy No. & Date): --	
	SUBJECT:		Page 1 of 1

(Chapter number in manual)

(Policy number within chapter)

	DEPARTMENT OF PUBLIC SAFETY SHERIFF ADMINISTRATION POLICY AND PROCEDURES	EFFECTIVE DATE:	POLICY NO.: SD.00.00
		SUPERSEDES (Policy No. & Date): --	
	SUBJECT:		Page 1 of 1

Division name and division indicator will change for each division in the title block; division indicators are:

- SD = Sheriff Division
- NED = Narcotics Enforcement Division

	DEPARTMENT OF PUBLIC SAFETY INTAKE SERVICE CENTERS DIVISION ADMINISTRATION POLICY AND PROCEDURES	EFFECTIVE DATE:	POLICY NO.: ISC.00.00
		SUPERSEDES (Policy No. & Date): --	
SUBJECT:			Page 1 of 1

(Division indicator)

(Chapter number in manual)

(Policy number within chapter)

HALAWA CORRECTIONAL FACILITY	EFFECTIVE DATE:	POLICY NO.: 2.00.00
	SUPERSEDES (Policy No. & Date): --	
SUBJECT:		Page 1 of 2

Facility name and facility indicator will change for each facility in the title block; facility indicators are:

- | | |
|--|---|
| 2 = Halawa Correctional Facility | 6 = Maui Community Correctional Center |
| 3 = Kulani Correctional Facility | 7 = Oahu Community Correctional Center |
| 4 = Waiawa Correctional Facility | 8 = Kauai Community Correctional Center |
| 5 = Hawaii Community Correctional Center | 9 = Women's Community Correctional Center |

HALAWA CORRECTIONAL FACILITY	EFFECTIVE DATE:	POLICY NO.: 2.00.00
	SUPERSEDES (Policy No. & Date): --	
SUBJECT:		Page 2 of 2

(Facility indicator)

(Chapter number in manual)

(Policy number within chapter)

Signature block:

APPROVED:

Warden

Date

OAHU INTAKE SERVICE CENTER	EFFECTIVE DATE:	POLICY NO.: 1.00.00
	SUPERSEDES (Policy No. & Date): --	
SUBJECT:		Page 1 of 2

Facility name and facility indicator will change for each facility in the title block; facility indicators are:

- 1 = Oahu Intake Service Center
- 2 = Maui Intake Service Center
- 3 = Hawaii Intake Service Center
- 4 = Kauai Intake Service Center

OAHU INTAKE SERVICE CENTER	EFFECTIVE DATE:	POLICY NO.: 1.00.00
	SUPERSEDES (Policy No. & Date): --	
SUBJECT:		Page 2 of 2

(Facility indicator)

(Chapter number in manual)

(Policy number within chapter)

Signature block:

APPROVED:

ISC Manager

Date

1.0. PURPOSE

(A brief overview for the reader which outlines what functions the procedures cover.)

2.0 REFERENCES & DEFINITIONS

.1 References

(The basis or authority for the policy, i.e., a statute, administrative rule, or State or Federal standard.)

a.

b.

.2 Definitions

a.

b.

3.0 POLICY

(A brief statement which outlines in general terms what must be done and the rationale for doing so.)

4.0 PROCEDURES

(Instructions which explain how to implement the policy statement. Responsibilities for the performance of procedures are normally established here.)

.1 (major section heading)

a. (secondary section heading)

1. (tertiary section heading)

a)

1)

5.0 SCOPE

(Identification of the organizational units to which the policy applies.)

APPROVAL RECOMMENDED:

Deputy Director for Date

APPROVED:

Director Date

Note: Effective date is title block of policy
is the date it was signed by the Director.

This example is for a Type A policy. Type B and C policies shall only have a single "APPROVED" signature block and date for the division or branch administrator in the lower right hand corner.

For a further discussion on what constitutes a purpose statement, a policy statement, a procedure statement, and how to construct policy and procedure statements, refer to "A Guide For Writing Effective Policies and Procedures" (Appendix M).

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**DEPARTMENT ADMINISTRATION
POLICY AND PROCEDURES MANUAL**

TABLE OF CONTENTS

(The following presents a general outline of the type of material that will constitute each chapter of the manual. A policy may cover one or more subjects.)

Chapter 1 - Administration, Organization and Management

- * Establishment and Maintenance of Policy and Procedures Manuals
- * Legislative Coordination
- * Staff Meetings
- * Channels of Communication
- * Documenting and Reporting of Major Developments and Problems
- * Media Relations and Their Access to Department Facilities
- * Monthly Status Reports
- * Participative Policy-Making
- * Internal Investigations
- * Equal Employment Opportunity and Affirmative Action Programs

Chapter 2 - Fiscal Management

- * Fiscal Responsibilities
- * Cash Receipt Procedures
- * Budget Preparations
- * Accounting for Appropriations and Expenditures
- * Internal Control and Monitoring of Accounting Procedures
- * Inventory Control
- * Purchasing
- * Travel
- * Petty Cash Management

Chapter 3 - Personnel Management

- * Employment Screening Process
- * Personnel Grievance and Appeal Procedures
- * Attendance
- * Job Performance Review
- * Overtime
- * Ethics
- * Reprimand, Suspension, Detention and Dismissal
- * Worker's Compensation

- * Transfers
- * Filling a Vacancy
- * Establishing a New Position
- * Organization of Evaluation Boards
- * Equal Employment Opportunity - Complaint Procedures
- * Special Occasion Letters to Employees
- * Sexual Harassment
- * Smoking in the Workplace
- * Incentive and Service Awards
- * Supplemental Employment
- * Resignation, Lay-Off, and Termination
- * Leaves of Absence
- * Employee Relations

Chapter 4 - Training and Staff Development

- * Orientation of New Employees
- * In-Service Training Programs
- * Advanced Training Programs
- * Establishment and Maintenance of Training Manuals

Chapter 5 - Records Management and Information Systems

- * Confidentiality of Department Records and Documents
- * Record Filing Systems (Manual)
- * Policy and Procedures Common To All in the Department Concerning Access To and Training in Department Automated Information Systems

Chapter 6 - Physical Plant and Equipment Management

- * Preventive Maintenance Plans for Physical Plants
- * Preventive Maintenance Plans for Vehicles and Equipment

Chapter 7 - Safety and Sanitation

- * Fire Prevention Plans
- * Safety and Health Inspection Plans
- * Housekeeping Plans

Chapter 8 - Security and Control

- * Identification Badge Control
- * General Security Procedures Common To All Divisions Within the Department

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**LAW ENFORCEMENT ADMINISTRATION
POLICY AND PROCEDURES MANUAL**

TABLE OF CONTENTS

(The following presents a general outline of type of material and information that would go into each chapter. A policy may cover one or more subjects.)

Chapter 1 - Administration, Organization and Management

In addition to those subjects outlined under Chapter 1 of the Department Administration Policy and Procedures Manual (Appendix I), this chapter may contain:

- * Media relations and access to law enforcement facilities
- * Chain of Command for Law Enforcement
- * Goal/Mission Statements for Law Enforcement
- * Mutual Assistance

Chapter 2 - Fiscal Management

In addition to those subjects outlined under Chapter 2 of the Department Administration Policy and Procedures Manual (Appendix I), this chapter may contain:

- * Purchasing Procedures Unique to Law Enforcement

Chapter 3 - Personnel Management

In addition to those subjects outlined under Chapter 3 of the Department Administration Policy and Procedures Manual (Appendix I), this chapter may contain:

- * Overtime for Law Enforcement Personnel
- * Job Description
- * Dress Code for Court Appearances

Chapter 4 - Training and Staff Development

In addition to those subjects outlined under Chapter 4 of the Department Administration Policy and Procedures Manual (Appendix I), this chapter may contain:

- * Establishment and Maintenance of Division Training Programs

Chapter 5 - Records and Information Systems

In addition to those subjects outlined under Chapter 5 of the Department Administration Policy and Procedures Manual (Appendix I), this chapter may contain:

- * Filing Systems

Chapter 6 - Physical Plant and Equipment Maintenance

In addition to those subjects outlined under Chapter 6 of the Department Administration Policy and Procedures Manual (Appendix I), this chapter may contain:

- * Preventive Maintenance Programs for Vehicles and Equipment

Chapter 7 - Safety and Sanitation

In addition to those subjects outlined under Chapter 7 of the Department Administration Policy and Procedures Manual (Appendix I), this chapter may contain:

- * Safety and Sanitation Policies Unique to Law Enforcement

Chapter 8 - Security and Control

In addition to those subjects outlined under Chapter 8 of the Department Administration Policy and Procedures Manual (Appendix I), this chapter may contain:

- * Evidence Control
- * Key Control

Chapter 9 - Firearms and Use of Force

- * Use of Firearms
- * Control of Weapons and Security Equipment
- * Use of Force
- * Weapons and Equipment Standards
- * Firearms Qualification Requirements

Chapter 10 - Management of Custodies

- * Suicide Watch
- * Segregation
- * Searches

- * Transport of Custodies
- * Food Service
- * Offender Personal Property Control
- * Visitation

Chapter 11 - Citizen Involvement and Volunteers

- * Volunteer Programs

Chapter 12 - Investigations

- * Guidelines Governing Law Enforcement Investigations

Chapter 13 - Information System Maintenance

- * Procedures for Entering Data Into the Law Enforcement Information System

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**CORRECTIONS ADMINISTRATION
POLICY AND PROCEDURES MANUAL**

TABLE OF CONTENTS

(The following presents a general outline of the type of material that will constitute each chapter of the manual. A policy may cover one or more subjects.)

Chapter 1 - Administration, Organization and Management

In addition to those subjects outlined under Chapter 1 of the Department Administration Policy and Procedures Manual (Appendix I), this chapter may contain:

- * Inspections and Reviews of Facility Operations
- * Chain of Command for Corrections
- * Goal/Mission Statements for Corrections

Chapter 2 - Fiscal Management

In addition to those subjects outlined under Chapter 2 of the Department Administration Policy and Procedures Manual (Appendix I), this chapter may contain:

- * Facility Budget Allocation
 1. Funds
 2. Space, equipment, etc.
 3. Personnel
- * Internal Facility Control and Monitoring of Accounting Procedures
- * Administrator/Inmate Activity Fund
- * Inmate Trust Fund Accounting

Chapter 3 - Personnel Management

In addition to those subjects outlined under Chapter 3 of the Department Administration Policy and Procedures Manual (Appendix I), this chapter may contain:

- * Personnel Regulations
 1. Facility regulations for employees, i.e., attendance, dress code, sleeping, etc.
 2. Failure to comply

Chapter 4 - Training and Staff Development

In addition to those subjects outlined under Chapter 4 of the Department Administration Policy and Procedures Manual (Appendix I), this chapter may contain:

- * Orientation and Training Programs
- * Training - Outside the Department
- * Training Manual Development and Maintenance
- * Training Record Maintenance

Chapter 5 - Records Management and Information System

In addition to those subjects outlined under Chapter 5 of the Department Administration Policy and Procedures Manual (Appendix I), this chapter may contain:

- * Inmate Case Record Management
- * Releasing of Facility Information

Chapter 6 - Physical Plant and Equipment Maintenance

In addition to those subjects outlined under Chapter 6 of the Department Administration Policy and Procedures Manual (Appendix I), this chapter may contain:

- * Preventive Maintenance Program for Vehicles and Equipment

Chapter 7 - Safety and Sanitation

In addition to those subjects outlined under Chapter 7 of the Department Administration Policy and Procedures Manual (Appendix I), this chapter may contain:

- * Maintenance
 1. Routing facility inspections
 2. How to report problems
 3. How to request after normal working hours
 4. Logs
- * Water, Plumbing, Electrical System
 1. Routine inspections
 2. Report repairs
 3. Usage and shut-off
- * Fire Prevention, Regulations and Practices
 1. Fire evacuation plan
 2. Fire extinguisher maintenance
 3. Fire drills
- * Inspections
 1. Routine inspections

2. Inspections by Federal/State/local officials
3. Forms
- * Housekeeping Plan
 1. Cleaning supply issuance
 2. Housekeeping by custodian/corrections staff
 3. Inmate living areas
 4. Inmate personal cleanliness, haircuts
 5. Inmate personal hygiene articles
 6. Trash removal
- * Extermination
 1. Pests
 2. Vermin
- * Maintenance Contracts
- * Environmental Control
 1. Lighting
 2. Temperature/ventilation, cooling systems
- * Laundry
 1. Schedule
 2. Contaminated clothing

Chapter 8 - Security and Control

In addition to those subjects outlined under Chapter 8 of the Department Administration Policy and Procedures Manual (Appendix I), this chapter may contain:

- * Control, Usage, Inventory of Keys, Tools, Weapons
 1. Control of doors
 2. Keys: log book, how to use, emergency keys maintenance
 3. Tool and equipment control
 4. Weapons and chemical agent control
 5. Inventory
- * Headcounts
 1. Counting procedures/bed checks
 2. Tabulations/logs
- * Internal Movement of Inmates
 1. Escorted
 2. Use of restraints
 3. Mass Movement
 4. Day hours
 5. Evening hours
- * Inspection and Maintenance of all Security Devices
 1. Scheduled maintenance procedure
 2. Inspection reports
 3. Reporting malfunctions
- * Searches
 1. Contraband: definition

2. Entire institution
3. Living areas
4. Pat search of inmate
5. Strip search of inmate
- * Transportation
 1. Escort to hospitals, funerals, courts
 2. Escort/transfer to hospital
 3. Transfer to other facilities
 4. Escort/air
 5. Use of equipment: leg irons, handcuffs
- * Use of Force
 1. Security area: definition, personnel allowed
- * Supervision of Inmates
 1. Housing areas
 2. Programs/activities area
 3. Searching of inmates
 4. Written log
 5. Special management inmates
 6. Inspections
- * Written Records/Logs
 1. Personnel on duty
 2. Population count
 3. Admissions/releases
 4. Internal movement of inmates
 5. Shift activities
 6. Unusual occurrences
 7. Visitors, entry and exit
- * Surveillance/Security Equipment
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 2. Cameras/monitor
 3. Intercoms
 4. Radios
- * Urinalysis

Chapter 9 - Food Services

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 2. Sanitation
 3. Special diets
 4. Meal times
 5. Procedures for delivery of meals
- * Menu Planning, Meets Standards
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 2. Sanitation

3. Staff dining
4. Staff supplies
5. Meal tickets for staff
- * Inmate Workers
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 2. Duties and responsibilities
 3. Staff supervision
- * Supply and Storage
 1. Distribution
 2. Inventory
 3. Ordering and receiving
 4. Rotation
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- * Daily Inspections of all Food Service Areas and Equipment
 1. Reporting malfunctions, repairs, etc.
 2. Meeting established safety and protection requirements

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- * Dental Services/Car
- * Medical
 - * 1. Ambulance services
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 - 3. Distribution of medication/control
 - 4. Emergencies
 - 5. Eyeglasses
 - 6. Sick call
 - 7. Injury reports
- * Mental Health Care
- * Special Health Care
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 5. Hepatitis
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- * Administrative Segregation
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 2. Living conditions and privileges
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 4. Maintaining of log
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 1. Procedures
 2. Living conditions and privileges
 3. Review procedures
 4. Maintaining of log
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 1. Procedures
 2. Living conditions and privileges
 3. Review procedures
 4. Maintaining of log

Chapter 12 - Inmate Rights

- * Access to Courts
 1. Access to attorneys, etc.
 2. Access to legal assistance
 - a. Law library facilities
 - b. Supplies and services related to legal matters
- * Non-Sentenced Inmates - Not Required to Participate in Programs
- * Guidelines to Safe Custody and Corporal Punishment
- * Healthful Environment Requirement
 1. Continuous supervision
 2. Clean and orderly surroundings
 3. Toilet, bathing facilities
 4. Lighting, ventilation
 5. Compliance with all Federal, State and local fire and safety regulations
 6. Nutritionally adequate diet
 7. Clothing, mattresses, bedding
- * Non-Discriminatory Treatment
- * Basic Medical and Dental Care
- * Recreational Opportunities
- * Experimental or Research Testing
 1. Prohibition of conducting medical or pharmaceutical testing
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 2. Selection criteria and process
 3. Monitoring and evaluation, reports, record keeping
 4. Rules of conduct
- * Other Facility Programs
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 2. Selection criteria and process
 3. Monitoring and evaluation, reports, record keeping
 4. Rules of conduct

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 2. Selection criteria and process
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 4. Rules of conduct
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 4. Rules of conduct
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 5. Inmate access to library
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 5. Special programs - concerts, bands, etc.
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 - b. Magazines
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 - e. Checks, money orders
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 5. Limitations
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 5. Shower/strip search
 6. Telephone calls

- 7. Data for mail and visit list
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Chapter 21 - (Reserved)Chapter 22 - (Reserved)Chapter 23 - Population Management

- * Procedures for entering offender data into the corrections information system

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**INTAKE SERVICE CENTERS DIVISION ADMINISTRATION
POLICY AND PROCEDURES MANUAL**

TABLE OF CONTENTS

(The following presents a general outline of the type of material that will constitute each chapter of the manual. A policy may cover one or more subjects.)

Chapter 1 - Administration, Organization and Management

In addition to those subjects outlined under Chapter 1 of the Department Administration Policy and Procedures Manual (Appendix I), this chapter may contain:

- * Development and Implementation of Long and Short Range Plans

Chapter 2 - Fiscal Management

In addition to those subjects outlined under Chapter 2 of the Department Administration Policy and Procedures Manual (Appendix I), this chapter may contain:

- * Budget Allocation Plans for Branches
- * Fiscal Management Operations Unique to Intake Service Centers

Chapter 3 - Personnel Management

In addition to those subjects outlined under Chapter 3 of the Department Administration Policy and Procedures Manual (Appendix I), this chapter may contain:

- * Job Descriptions
- * Personnel Management Procedures Unique to Intake Service Centers

Chapter 4 - Training and Staff Development

In addition to those subjects outlined under Chapter 4 of the Department Administration Policy and Procedures Manual (Appendix I), this chapter may contain:

- * Orientation of New Employees
- * Training Records Maintenance

Chapter 5 - Records Management and Information Systems

In addition to those subjects outlined under Chapter 5 of the Department Administration Policy and Procedures Manual (Appendix I), this chapter may contain:

- * Record Filing Systems
- * Offender Case Record Management

Chapter 6 - Physical Plant and Equipment Maintenance

In addition to those subjects outlined under Chapter 6 of the Department Administration Policy and Procedures Manual (Appendix I), this chapter may contain:

- * Equipment Preventive Maintenance Programs

Chapter 7 - Safety and Sanitation

- * In addition to those subjects outlined under Chapter 7 of the Department Administration Policy and Procedures Manual (Appendix I), this chapter may contain:

- * Health and Safety Inspections

Chapter 8 - Security and Control

In addition to those subjects outlined under Chapter 8 of the Department Administration Policy and Procedures Manual (Appendix I), this chapter may contain:

- * Security/Information Clearance System

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Chapter 10 - Corrections Information System

* Procedures for entering offender data into corrections information systems

[a:a0102-L]

**A GUIDE
FOR
WRITING EFFECTIVE POLICIES
AND PROCEDURES**

I. INTRODUCTION

An organization tends to undervalue the importance of policy and procedure development. Procedures establish uniform guidelines for day-to-day operations and form the basis for decision-making in resolving non-routine problems. A well-prepared procedures manual is an important operational and management tool that enables administration to reach its objectives. From this perspective, a policy and procedure manual should be thought of as a verbal information system which provides a written guide to support a work system. This verbal information system should contain all the statements of policy, all the instructions, and all the information that will enable each staff member to effectively perform their job within the context of the overall work system.

Furthermore, policies and procedures provide important documentation for defense against litigation. The Courts have ruled that the absence of written policies and procedures clearly indicates gross negligence and shifts the burden of proof upon the administrator of the organization. This ruling could very easily be extended to apply to procedures that are inadequate or unclear.

The capability of an organization to develop effective policies and procedures is essential if the organization is to achieve its goals and objectives in an efficient manner.

The Department directive system comprises three (3) types of policies:

a. Type A Policies - Policies providing procedural guidelines for one (1) or more divisions

These are policies developed by various staff offices within Department Administration which establish standards for one (1) or more divisions. Normally, only procedural guidelines are provided and it is the responsibility of each affected division or branch to develop the detailed procedures to implement the policy within the framework of the guidelines provided.

b. Type B Policies - Policies which implement a Department policy

These policies are developed by a division or branch to implement a Type A Policy. The policy may be tailored to the resources and capabilities of the particular division or branch but within the framework of the guidelines or parameters provided by the Department policy. The policy only provides procedures for the staff within a particular branch or division and does not apply to any other branch or division.

c. Type C Policy - Policies applicable only to a particular division or branch

These are policies by a division or branch which are unique to that particular division or branch and apply to no other division or branch. They may be developed under the following circumstances:

1. When no department policy exists to provide guidance in addressing a particular situation, a policy and procedure may be developed to guide their operations.
2. When the functions performed by the division or branch are unique to that organization; no other division or branch functions in that capacity. These functions may be governed by statutes.

This guide outlines an approach in developing these three (3) types of policies.

II. ORGANIZING THE APPROACH TO WRITING POLICY AND PROCEDURE

The following are some concepts on how to organize one's thoughts in taking a systematic approach to developing procedures:

1. Define Objective

Define what your main purpose or objective is, i.e., to provide information material, to describe how a monitoring function is to be performed, etc. Write that purpose down and frequently refer to it when writing procedures to make sure you are achieving your objective. Procedures represent a verbal information system. They play a major role in effectively communicating what is to be done, who will do the job, when the work will be performed, where the work will be done, and how it will be done. In this respect, procedures have five (5) important objectives:

- a. To instruct - procedures instruct personnel on how to perform their job. Procedures:
 - Teach personnel facts about their job.
 - Provide all relevant information about how to perform the job.
 - Serve as a training guide for new personnel.
 - Indicate time and location which are relevant to the completion of each procedural step.
 - Identify modes of communication, i.e., written, verbal, telephone, radio, intercom, etc.
- b. To provide solutions to problems - procedures provide a valuable reference source about a job or system. Procedures:
 - Provide staff members with a source for solutions to problems. If a person can find the answer in the procedures, the supervisor's time is saved and the person is more independent.

- Provide authoritative answers to operational questions.
 - Identify situations where discretion is allowed. Procedures should promote consistency in staff behavior. Such consistency cannot be developed if staff members are allowed to exercise individual discretion anytime in following procedures. Types of staff behavior allowed should be identified and under what conditions.
- c. To establish controls - procedures provide the capability to:
- Establish accountability, i.e., who is responsible for the performance of specific tasks. Staff cannot be held accountable for their actions if procedures do not clearly specify their responsibilities.
 - Evaluate or monitor operational performance.
 - Facilitate operational audits.
 - Anticipate and prevent errors.
 - Document (create a record for future use or to facilitate audits).
- d. To establish standards - procedures enforce work standards by:
- Ensuring that the same job is done the same way each time.
 - Defining an acceptable level of performance for all and instructing staff members in the method to achieve it.
- e. To organize - procedures represent:
- A plan for organizing a work force to carry out a function.
 - The methods or techniques to be employed for implementing the work plan.

The objective for developing procedures may be one or more of the above.

2. Draft Outline

Draft a preliminary outline or projected content and general organization to achieve the purpose you have defined. Procedural steps should be tested in sequential or chronological order.

3. Define Information Needs

Define what information or data is needed to efficiently and effectively perform each procedural step.

4. Develop Research Plan

Develop a research plan -- where and how to get the required information or data if it is not readily available.

III. CHECKLIST FOR DEVELOPING POLICIES AND PROCEDURES (TYPE A OR C POLICY)

A policy and procedure consists of four (4) basic elements: a purpose statement, a reference statement, a policy statement, and procedure statements. What constitutes each of these four (4) elements have been misunderstood at times and they have even been used interchangeably. However, each element has a distinctly different usage:

Purpose Statement

The purpose of any policy is to provide procedures which explain how to perform a certain function or functions. The purpose statement provides a brief overview for the reader which outlines what functions the procedures cover. As an example, a typical purpose statement would state: "To establish practices governing the authorization, issuance, display and control of identification badges."

Reference Statement

The reference portion of a policy must include the basis or authority for policy development. In most cases a policy is developed to comply with a law, an administrative rule, or some State or Federal standard. References should also include other related Department or facility policies or other information sources which may provide background material for the reader.

Definitions are not always necessary but there must always be a reference statement which provides the authority for the policy.

Policy Statement

An explicit definition of an organization's position on an issue of concern to the administration or operation of the organization. A policy statement defines what the organization intends to do on a consistent basis with the respect to a particular issue and why the organization intends to take the defined action. A policy statement (or statements) must include the reasons for the policy, otherwise, the staff responsible for implementing the policy may develop their own rationale. This could lead to inconsistent staff behavior in carrying out the policy.

Procedure Statements

Detailed step-by-step descriptions of the sequence of actions necessary to ensure compliance with the policy statement. Procedures implement policy. A procedure cannot exist without a policy. But a policy can exist without procedures.

There are two aspects to procedure construction: Content and Format. Content deals with what goes into a procedure statement and Format is concerned with the manner in which the procedure statements are arranged.

The following are presented as guidelines in developing an effective policy and procedure. They are presented to stimulate thinking to ensure that all aspects are considered when developing a policy and procedure. Once you have answered all of the following questions, you will be in a position to start writing policy statements and the corresponding procedure statements to implement the policy.

POLICY STATEMENT CONSTRUCTION

1. Why

Why is it necessary to develop this particular policy and procedure? Define the reasons.

This basically is a problem definition, i.e., what you are trying to resolve or clarify. Once you have defined the problem and the rationale for the policy, you have your policy statement(s).

Policy statements must:

a. Be General but directive

Policy statements should not outline detailed descriptions of activities. Keep the statements general.

b. Be Concise

The longer and more involved the policy statement, the less likely it is that staff will read it.

c. Be Clear in meaning

Policy statements cannot serve their intended purpose as communication tools if they are worded in such a way as to make them unclear or open to varying interpretations. The best way to determine whether or not the meaning of a policy statement is clear is to have several individuals read it and state in their own words what they perceive the statement to mean.

d. Include a Rationale

A policy statement must include the reasons for the policy to promote consistent behavior among the staff who will carry out the policy. As an example:

"Monthly inspections shall be conducted for fire and safety hazards."

This policy statement lacks a rationale, i.e., why is it necessary to conduct monthly inspections?; why not quarterly or yearly inspections? With rationale included, the policy would read:

"To comply with the fire safety standards of the American Correctional Association (ACA), a monthly inspection shall be conducted for fire and safety hazards."

This is the "why" of the policy statement; ; the ACA standards specify monthly inspections.

PROCEDURE STATEMENT CONSTRUCTION (CONTENT)

2. Who

- a. Who will be the primary reader?
- b. Who else might read the policy (e.g., new personnel)?
- c. Who should be informed of actions taken or occurrences that might happen?
- d. Who should perform specified functions or actions?

The first two questions will guide writing style and content. The last question will establish accountability, i.e., what staff position will be responsible for performing the function or action.

3. What

- a. What is to be the scope of the policy, i.e., food services, the security section, all facility personnel, etc.?
- b. What needs to be done?

Order procedural steps in the sequence in which they should be performed. Procedures must reflect established practice as well as constitutional and professional requirements where applicable. Professional requirements include items such as local fire safety codes, sanitation codes, building codes, as so forth.

- c. What should be avoided?

- d. What criteria should be used?
- e. What media for communicating information relating to specified functions or actions should be employed, i.e., telephone, radio, written report, etc.?

If a procedure specifies a communication is to be in the form of writing, will use of a form be expedient? The primary purpose of a form is to establish a standard means of communicating so that everyone reports certain information the same way. If use of a form is decided upon, the procedures must specify:

- 1) Instructions for completing the form including any special situations.
- 2) When the form is to be completed.
- 3) What staff position or organizational unit will be responsible for completing the form.
- 4) Where copies of the form are to be sent and where the original is to be filed.
- 5) The form title and form number must be referenced in the procedures. A copy of the form must be attached to the procedures. The form should have a form number.

In developing a form there are four basic rules:

- Make the format easy to read and follow.
 - Plan the form for continuous writing flow, i.e., do not require the writer to jump around in different areas to complete the form.
 - Keep the need for writing to a minimum.
 - Use an economical form size.
- f. What facts or information must be provided in order for the function or action to be properly carried out?
 - g. What additional information sources could be referenced which would be helpful in performing or understanding the functions to be carried out?
 - h. What major problems can occur in performing a function and what can be done to resolve them?
 - i. What questions might the reader ask?
 - j. What does the reader already know about the functions or actions to be performed?

4. Where

- a. Where may discretion be allowed in performing a function?

To promote consistency in the exercise of individual discretion, the kinds of staff action allowed must be identified.

- b. Where should the functions be performed?

5. When

- a. When should a function or action be performed, i.e., at what time, what day of the week, etc.?
- b. When are deadlines involved?

PROCEDURE STATEMENT (FORMAT)

A procedure statement should represent a single function or a group of related functions. The following statement provides the necessary procedures but is difficult to follow because of format and more than one functional area being covered.

"The confidentiality of information regarding inmates is protected by law. The consent form shall include the following items: Name of person and agency or organization requesting information; name of institution releasing information; specific information to be disclosed and purpose of disclosure; signature of inmate and date of signature; and signature of employee witnessing the inmate's signature. Where statutes direct, consent forms shall not be required for release of information to judicial, law enforcement, correctional, and social service authorities involved with the individual case."

Formatted properly for ease in reading and comprehension, the above procedure statement, divided into two separate statements would read:

- a. The confidentiality on information regarding inmates is protected by law. The consent form shall include the following items:
 1. Name of person, agency or organization requesting the information.
 2. Name of institution releasing the information.
 3. Specific information to be disclosed.
 4. Purpose of the disclosure.

5. Signature and date of the inmate.
 6. Signature of the employee witnessing the inmate's signature.
- b. Where statutes direct, consent forms shall not be required for release of information to judicial, law enforcement, correctional, and social service authorities involved with the individual case.

IV. CHECKLIST FOR DEVELOPMENT OF PROCEDURES TO IMPLEMENT A DEPARTMENT POLICY (TYPE B POLICY)

Not all policies promulgated by Department Administration (a Type A policy) require further work for implementation on the part of a division or branch. Upon receipt of a Type A policy, answering the questions in the following checklist will determine if further work is required to implement the policy.

When developing a division or branch policy to implement a Department policy, a division or branch only needs to develop procedures according to the checklist. The policy statement, references and definitions remain the same as the Department policy.

1. Does the Department policy specify certain functions that are to be performed or actions taken and identify what staff position or functional unit are responsible for their performance? If not, procedures must identify staff positions and functional units responsible for performing the function or action.
2. Does the Department policy provide a step-by-step sequence for performing specified functions which cover the entire subject area from the most basic fundamentals or procedures to the most complex task?

As criteria to determine if the procedures specified in the Department policy are sufficient in detail, the following guidelines are provided:

- a. Do the facts and information enable the person responsible for performing the function to completely understand what they are to do, how to do it, and why to do it?
- b. Are additional information sources identified which may be helpful in performing or understanding the function? Identify relevant policies where applicable.
- c. Are times specified when a function is to be performed and where it is to be performed? Procedures must specify the time and place for performance of a function.
- d. If the function requires communicating information, do the procedures specify the mode of communication to be employed, i.e., written, verbal, telephone, etc.? Procedures must specify the mode of communication to be used.

- e. Are provisions outlined for handling major problems which may occur during the performance of a function? Procedures should provide for the anticipating of problems and specify what to do in each case. If other policies provide for these contingencies, they must be referenced in the procedures.
3. Are there any procedures in the Department policy where discretion may be allowed? Discretion can usually be identified when a procedure statement employs the word "may" as opposed to the expression "shall" which indicates the procedure is mandatory. The word "may" implies the procedure is left to the discretion of the employee. This also means there may be alternative actions taken by the employee in this particular case. To promote consistency in the exercise of individual discretion, the kinds of staff action allowed need to be identified in the procedures and under what conditions.

V. GUIDELINES FOR EFFECTIVE WRITING

The following guidelines are presented to improve one's writing ability in developing effective policies and procedures. These guidelines may also be employed for any type of writing, not just policies and procedures.

To be effective writing must be:

- Clear
- Concise
- Correct
- Conversational
- Coherent
- Complete
- Concrete
- Convincing
- Constructive

1. Be Clear

Your reason for writing should be made obvious to your reader. Do not leave any doubt in your reader's mind about your exact meaning. Use a straightforward approach; say simply what you have to say and then stop. Avoid jargon, buzz words, and paralegal or bureaucratic phrases.

Jargon

to adjudicate
 caveat
 de facto
 to enjoin
 feedback
 at this point in time

Translation

to judge
 warning
 really
 to order
 response
 now

impacted	affected
prima face	apparently true
subsector	portion
quasi	almost

Obscure, pretentious, trendy language is a smoke screen designed to disguise murky thinking. While some writers hope that jargon sounds impressively technical and shrewd, many readers react to it with distaste. Where you do need to use a technical word and your reader is not likely to understand it, define the term. Also, define all acronyms and abbreviations.

Procedure statements should be complete in themselves, requiring little, if any, reference to other sections or to other manuals.

2. Be Concise

Do not let sentences and paragraphs run on and on. Do not use a long word where a short one will do as well. By saying only what needs to be said and using only the words needed to say it, you will avoid:

- digressions
- redundancies
- irrelevant details
- stating the obvious

Prune your prose, for example:

Overdone

due to the fact that
 advanced planning
 ask the question
 a small number of
 at a later date
 at a time when
 basic fundamentals
 brief in duration
 general public
 in view of the fact that
 merged together
 not in a position to
 regular monthly meetings
 repeat again
 the reason is because
 time of day
 without further delay

Improved

because
 planning
 ask
 a few
 later
 when
 basics
 brief
 public
 because
 merged
 cannot
 monthly meetings
 repeat
 because
 time
 immediately

Choose adjectives and adverbs carefully. Unrestrained use will dilute your writing. For example:

Diluted

She is a very good technician, who works very efficiently and imaginatively.

Direct

She is an efficient technician, who works imaginatively.

In writing, a sentence type can be categorized as either long or short. The function of a long sentence is to communicate generalities about a wide area of thought, combining its component parts, relating them to each other in importance, but strongly emphasizing no one component part over others. A short sentence is used to strongly emphasize one point. A series of short sentences covers an area of thought clearly, quickly and forcefully. In writing policies and procedures, short sentences should be used primarily. People think and talk in longer thought modules than they can read. Clarity requires that large thought modules be reduced to a series of short, simple sentences. A sentence that contains more than 12 to 15 words is on the long side. If a sentence goes beyond one comma and an "and," it probably contains more than one thought.

3. Be Correct

Make sure all your facts, figures, and dates are correct. Be precise in your use of words. Some typical errors are:

Do Not Write

comprised
 data is
 different than
 media is
 transpire
 maybe
 farther
 affect
 administrate
 invaluable
 equable

When You Mean

composed
 data are or datum is
 different from
 media are
 occur
 no
 further
 effect
 administer
 valueless
 equitable

Check to ensure that all sentences are complete, i.e., do they consist of the basic structure of subject, verb and object. One way to check: (1) who-subject; (2) does what-verb; and (3) to whom or what-object.

4. Be Coherent

Support major points with concrete ideas of facts that relate unambiguously to them. Connect ideas to one another in ways that will make obvious sense to the reader. Do not confuse the issue with extraneous information. Provide only relevant data and documentation.

Limit communication, or procedural steps to one primary topic. Where you deal with several major aspects of a topic, divide the topic into sections. Come to the point, do not explain first, explain second.

5. Be Complete

Give readers all the details they need. Include deadlines, pertinent resources, criteria, and alternatives. Supply definitions and explanations where they will illuminate. Determine your reader's level of knowledge and insert suitable background material.

If related information is available elsewhere, tell your reader where to find it. Use examples to make a point or clarify a concept or procedure.

6. Be Concrete

Generalizations should be used judiciously and supported with reliable evidence. Be specific even if this requires writing at greater length.

Let the reader know what you expect from them and when.

7. Be Convincing

Cite authorities whenever possible. To write simply is to write forcefully. Do not use qualifiers which limit your responsibility, this evasion irritates readers. Be careful not to create doubt in the reader's mind with wishy-washy words and phrases such as:

- we trust
- if you wish
- it is our hope that
- should you want to
- it seems

The surest way to hold the attention of the reader and get a point across is to make specific, definite and concrete statements. A common weakness in writing procedures is the use of the word "will" to convey compliance with a regulation. The word "shall" is a more definite or positive assertion; it is used in laws, regulations, or directives to express what is mandatory. A policy and procedure should employ only two words to express what is to be done: "shall" or "may". The word "may" means the procedure is optional, while the word "shall" means the procedure is mandatory with no exceptions. The word "will" should never be used.

8. Be Constructive

Avoid words and phrases that make readers defensive. For example:

- unreasonable
- misinformed
- questionable
- overreaction
- one-sided
- unfortunately
- the blame, error, failure, fault
- to neglect, overlook, forget
- to demand
- to repeat

Increasing numbers of women and men alike are taking umbrage at sexist language. In writing procedures which affect men and women, the following is recommended for making language less discriminatory:

<u>For</u>	<u>Substitute</u>
man a post	staff-a post
manning	staffing
workmanlike	skillful
no man	no one
to man the--	to work the--

man-hours
 manpower
 male nurse
 foreman
 manhandle

operator hours, worker hours
 personnel, human power, muscle power
 nurse
 supervisor
 mistreat

According to the Oxford English Dictionary, it is acceptable to use "they" or "their" for a single person whose sex is unknown. Example: a trainee should demonstrate their ability by taking a written and oral test.

9. Be Conversational

The best writing uses a conversational tone but avoids the digressions and hesitations of speech. Write the way you speak. Use the same vocabulary you use in conversation, do not use a pompous, stilted, formal vocabulary for writing. Adapt your writing tone to the situation.

Naturalness is superior to stuffiness:

Nonsense

Authoritative feedback is deficient.

Construct an optional strategy.

There has been a breakthrough
 in top-level polarization.

Sense

No one knows.

Make it work.

Management has reached
 a compromise.

[a:a0102-m]