

Delaware Department of Correction Public Report
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Implementation of Independent Review Team Recommendations

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In July 2017, Delaware Governor John C. Carney, Jr. appointed a Special Assistant to work with the Delaware Department of Correction (DDOC) on implementation of the recommendations in the Final Report of the Independent Review of Security Issues at the James T. Vaughn Correctional Center (JTVCC). Governor Carney directed the Special Assistant to issue public reports in January and July 2018. This public report details progress made to date on the 41 recommendations in the Independent Review Team's (IRT) final report released on September 1, 2017.

Background

On February 1, 2017 through the early hours of February 2, 2017, inmates housed in the C-Building at the JTVCC seized control of the building and held hostages. When law enforcement authorities breached the building at 5:30 am on February 2, Sergeant Steven L. Floyd was found dead. (Sgt. Floyd was promoted to Lieutenant posthumously.)

On February 14, 2017, Governor Carney appointed the IRT and requested an independent review of security issues at the JTVCC. From February to August 2017, the IRT led by the Honorable William L. Chapman, Jr., former Delaware Family Court Judge, and the Honorable Charles M. Oberly, III, former U.S. Attorney for the District of Delaware and former Delaware Attorney General, with support from the Police Chiefs Foundation, conducted a thorough review of DDOC operations. The IRT interviewed dozens of officers, reviewed thousands of pages of documents and electronic communications and spent time visiting the JTVCC.

After receiving the IRT's preliminary report on June 1, 2017, and the final report on September 1, 2017, DDOC senior leaders prioritized implementation of the final 41 recommendations into three groups based on action achievable within:

- 1-2 months (11 of the 41 recommendations)
- 3-6 months (23 of the 41 recommendations)
- 6-12 months (7 of the 41 recommendations)

DDOC leadership further organized implementation of the recommendations into the following categories.

1. Strengthen Officer Safety and Training
2. Recruitment and Retention of Officers
3. 21st Century Corrections to modernize operations, intelligence gathering and intelligence sharing
4. Improve programs and services for inmates

Each recommendation was assigned to at least one senior DDOC leader responsible for implementation. Recommendations were assigned a fiscal note if applicable. DDOC leaders who were assigned specific recommendations maintain tracking measures to update progress on implementation and have shared updates weekly. Governor Carney is updated weekly on implementation of the IRT recommendations.

It is important to note that the inmate, correctional officer staffing, culture and morale issues at JTVCC that led to February 1st – 2nd hostage crisis and death of Lt. Floyd were years in the making. While significant progress has been made over the past six months, much more work remains. Like any incremental progress, positive change is never linear and often is characterized by one step forward, two steps back, then another step forward. Culture change is a complex process and not a one-time event. Even with officer vacancies and inevitable setbacks due to the inherent difficulties of implementing reforms related to the incarceration of convicted offenders, DDOC is moving forward in its efforts to recruit more officers; retain better-trained officers; employ smarter, technology-assisted correctional law enforcement practices; improve the quality and access to programs and services for inmates; and, adopt improved operational practices for day-to-day interactions between officers and inmates.

While the IRT recommendations generally are focused on the JTVCC, wherever possible, DDOC leadership is implementing the reforms across all four of the Level V correctional facilities: JTVCC, Sussex Correctional Institution (SCI), Howard R. Young Correctional Institution (HRYCI) and Baylor Women's Correctional Institution (BWCI). Also of note, while the more than 300 Probation and Parole Officers (P&P) are a critical part of the DDOC team, as are the staff employed at each of the state's Community

Corrections Centers, the IRT report and this progress report are not focused on Community Corrections and P&P. That is not meant as a slight or to ignore the vital role these officers play in our law enforcement community. It simply is an acknowledgement that the IRT report is focused more specifically on Prisons and not Community Corrections or Probation and Parole.

Acknowledgements

Behind the scenes, immediately after taking office as Commissioner in 2017 and the February 1st - 2nd prison siege, DDOC Commissioner Perry Phelps and his senior leadership team held lengthy sessions to update the Department's Strategic Plan, which detailed hard and fast 90-day deliverables. Commissioner Phelps initiated a "Reset and Rebuild Initiative" in March and an "Interactive Leadership Initiative" in July to carry out practices he knew worked at Level V facilities based on his nearly 30 years of personal experience as a correctional officer, warden and senior leader. These initiatives were in place when the Governor appointed a Special Assistant to the DDOC in July 2017 and have served to motivate and guide senior staff on systemic improvements.

Progress over the past six months is a result of the leadership of Commissioner Phelps, Deputy Commissioner Alan Grinstead, Bureau of Prisons Chief Steven Wesley, Bureau of Correctional Healthcare Services Chief, Dr. Marc Richman, Bureau of Administrative Services Chief Jennifer Biddle, Chief of Planning and Research Joanna Champney, Chief of Community Corrections James Elder, Deputy Bureau of Prisons Chief Robert May, JTVCC Warden Dana Metzger, Warden of Special Operations Timothy Radcliffe, Deputy Warden of Special Operations, Louise Layton, and many others. They are an experienced, dedicated, motivated, and determined group of leaders. Special note of appreciation to members of the Delaware General Assembly and Office of Management and Budget Director Michael S. Jackson and his team for overseeing a double-digit increase in the DDOC's budget to fund salary increases for correctional officers, recruitment, training, equipment and safety initiatives.

Progress made to date would not be possible without the leadership and commitment of the Correctional Officers Association of Delaware (COAD), AFSCME, Local 247, and Delaware's 1900-strong correctional officers and senior leaders. Correctional officers perform on a daily basis one of the toughest jobs in State government, dealing with the toughest problems, people and issues any state employee

is asked to confront - day in and day out, 24 hours a day, 7 days a week. A simple thank you is not adequate. Please know your law enforcement expertise, sacrifice and commitment are respectfully and greatly appreciated.

Finally, Governor Carney made clear from the appointment of the Independent Review Team and Special Assistant position that strengthening Delaware's Correctional system would be an Administration priority. He has remained focused on and supportive of every detail of implementation of the IRT recommendations.

Officer Safety & Training

Nearly half of the 41 IRT recommendations are focused on improving safety and training for correctional officers. Therefore, the DDOC has focused a significant amount of time, resources, talent and funding toward strengthening officer safety and training. Providing officers enhanced training in leadership skills, risk management, de-escalation techniques, communication and cultural awareness skills is designed to help officers adopt better practices to interact with inmates on a daily basis.

IRT Recommendation	Progress to Date	Next Steps
3.1: Prioritize programs and strategies that facilitate a more positive culture amongst JTVCC staff and between JTVCC staff and inmates.	During his first week as Warden, JTVCC Col. Dana Metzger initiated the "word/phrase of the week," which is designed to facilitate improved communication, locate breakdowns in message flow and establish the most direct line of information to all staff. One word is shared among all levels of staff every week. To verify the word is being communicated, any officer can be asked the word/phrase of the week. If they do not know it, that individual's next level up in the chain of command (supervisor) is questioned, continuing this upward movement until it is identified	JTVCC leadership will continue to monitor communication improvement through the "word/phrase of the week." DDOC leadership will consider implementing this reform at other Level V facilities. DDOC leaders recognize that interactive leadership approaches are an essential component in establishing a positive culture. In addition, the emphasis on procedural justice (Recommendations 10.1 & 10.2) and transparency in processes are essential to building trust with staff and offenders.

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<p>3.1: Prioritize programs and strategies that facilitate a more positive culture amongst JTVCC staff and between JTVCC staff and inmates.</p>	<p>where the breakdown occurred. That person is held accountable for not giving those under his/her command the required information. This communication technique also can be reversed. The word/phrase of the week will be chosen by the most junior staff members and communicated through the levels of command.</p> <p>The result of this interaction rewards open communication, fosters respect and generates a more positive and productive atmosphere for all staff members.</p> <p>Another program DDOC senior leadership is pursuing for all Level V facilities is the "Prison Dialogue" communication platform. This past summer, senior DDOC leaders visited the Virginia Department of Corrections' Employee Training Center to see Dialogue in action. It is based on more than 20 years of practice and research in prisons and correctional systems throughout the U.S. and U.K. Dialogue includes 4 skills: engagement; helping others to participate; how to talk productively; and, reach better quality decisions. There are 4 Dialogue</p>	<p>The DDOC has committed \$80,000 for experts trained in Dialogue to implement this program over the coming 6-8 months. The program will be focused at JTVCC initially and expand to other sites.</p>

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<p>3.1: Prioritize programs and strategies that facilitate a more positive culture amongst JTVCC staff and between JTVCC staff and inmates.</p>	<p>Practices: voice, listening, respect and suspension. Participants learn 4 Dialogue Actions: move, follow, oppose and by-stand. DDOC employees from officers to counselors, medical personnel, Commissioner's senior team and support staff will participate in Dialogue when it is fully implemented. Based on VA DOC's experience, officers skilled in Dialogue's practices and actions will interact better and improve communications with inmates.</p> <p>Another example of JTVCC Warden Metzger prioritizing strategies to facilitate a more positive culture among staff and between officers and inmates is that over the past three months, Administrative supervisors have been cross-trained with other officers' roles to ensure coverage, safety and security at all times.</p> <p>Warden Metzger re-instituted weekly Senior Staff meetings attended by 13 JTVCC leaders, senior healthcare vendor director and the shift commander. Each team leader brings at least one idea to the meeting to share and discuss. At the end of the Monday morning weekly meeting, Warden Metzger</p>	<p>Continue to cross-train supervisors and monitor progress.</p>

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	<p>gives the Word/Phrase of the Week to communicate throughout the ranks.</p> <p>Warden Metzger also writes monthly email updates to correctional officer to update them on what his leadership team is working on, direction, accomplishments, safety messages and sincere notes of thanks for officers' service.</p> <p>Over the past several months, many officers have written him back saying they appreciate being kept informed.</p>	
<p>3.3: JTVCC administrators should discontinue the practice of policy revision/implementation by e-mail or verbal communication.</p>	<p>As of September 8, 2017, neither JTVCC nor any Level V facilities revise or implement policies by email or verbal communication. A directive issued by the Chief of the Bureau of Prisons now prohibits the practice. See Appendix A</p>	<p>Continue to monitor compliance.</p>
<p>3.4: The DOC Commissioner should review the practices of masked mass shakedowns by CERT.</p>	<p>This practice was discontinued as of October 2017 and communicated to all CERT (<i>Corrections Emergency Response Team</i>) commanders and officers. See Appendix B</p>	<p>Continue to monitor compliance.</p>
<p>3.6: Evidence-based programs and trainings should be prioritized for all levels of leadership at the JTVCC.</p>	<p>DDOC has partnered with Wilmington University to conduct a 6-hour training course of all correctional officers in the areas of risk management, de-escalation skills, communication skills and cultural competency. This training is mandatory. From January – July 2018,</p>	<p>Continue to monitor compliance.</p>

IRT Recommendation	Progress to Date	Next Steps
<p>3.6: Evidence-based programs and trainings should be prioritized for all levels of leadership at the JTVCC.</p>	<p>1200 correctional officers will receive this training from experienced, skilled law enforcement officers who are Wilmington University professors. Wilmington University was selected after DDOC received and reviewed 3 proposals for such training. Wilmington University law enforcement professionals also will conduct an 8-hour training course for 400 correctional leaders in supervisory management and leadership skills. This training is mandatory and will be conducted between February – July 2018.</p> <p>DDOC also has partnered with the Criminal Justice Council to offer several dozen correctional officers specialized FBI-LEEDA trainings for Law Enforcement Executive Development. Correctional officers also have been offered online supervisory management and leadership training provided by OMB and DHR. Dozens of JTVCC staff have completed these trainings over the past 6 months.</p> <p>Correctional officers along with DDOC senior leadership recently attended training by Dr. Edward Latessa from</p>	<p>Continue to monitor compliance.</p>

IRT Recommendation	Progress to Date	Next Steps
	University of Cincinnati. The training focused "What Works" in corrections and the use of evidence based practices in corrections.	
4.2: JTVCC administrators should identify evidence-based programs and practices that address officer safety and wellness in correctional facilities.	Following the February 1-2 hostage crisis, Bureau of Correctional Healthcare Services Chief Marc Richman identified crisis intervention counseling and similar services for officers and staff. Coordinated by Research & Planning Chief Joanna Champney and administered by the International Association of Human Values, 74 DDOC employees have participated to date in the first-ever Prison SMART training for Delaware correctional officers and employees. Prison SMART is a globally-recognized program that is based on a mindfulness program geared toward DOC staff. Prison SMART is a 3-day training that addresses focus, clarity, stress, and mental wellness. The initial class received very positive reviews by officers, some of whom initially were skeptical of such training. Officer's feedback on evaluation forms include experiencing a "spiritual enlightenment" and learning important "stress reliever" skills. Officers reported that they learned to be more patient and less	Based on the positive feedback from this training, the International Association of Human Values and DDOC are discussing plans to double the number of trainings offered in 2018.

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4.2: JTVCC administrators should identify evidence-based programs and practices that address officer safety and wellness in correctional facilities.	agitated at conflict. Another officer said the course taught how to recognize, deal with and prevent stress.	
4.4: JTVCC administrators should compel participation in critical incident debriefings or post-incident counseling not only for those directly involved but also for those not involved.	<p>A Joint DDOC/Delaware State Police tactical debriefing of the February prison siege was held on October 12, 2017.</p> <p>In addition, DDOC Commissioner Perry Phelps worked with members of his senior staff over the past 6 months, instructing each Bureau Chief to conduct after-action analysis reviews of their individual departments of the February prison siege. Bureau Chiefs and JTVCC administrators conducted a full after-action analysis incident briefing in January 2018.</p>	Continue implementation.
4.5: DOC and JTVCC administrators should mandate officer safety and wellness training for all correctional officers on a regular basis.	Following the February 1-2 hostage crisis, Bureau of Correctional Healthcare Services Chief Marc Richman identified crisis intervention counseling and similar services for officers and staff. Coordinated by Research & Planning Chief Joanna Champney and administered by the International Association of Human Values, 74 officers participated in the first-ever	Based on the positive feedback from this training, the International Association of Human Values and DDOC are discussing plans to double the number of trainings offered in 2018.

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<p>4.5: DOC and JTVCC administrators should mandate officer safety and wellness training for all correctional officers on a regular basis.</p>	<p>Prison SMART training for Delaware correctional officers. Prison SMART is a globally-recognized program that is based on a mindfulness program geared toward DOC staff. Prison SMART is a 3-day training that addresses focus, clarity, stress, and mental wellness. The initial class received very positive reviews by officers, some of whom initially were skeptical of such training. Officer's feedback on evaluation forms include experiencing a "spiritual enlightenment" and learning important "stress reliever" skills. Officers reported that they learned to be more patient and less agitated at conflict. Another officer said the course taught how to recognize, deal with and prevent stress.</p> <p>DDOC trainers provided Mental Health First Aid training to 25 officers in January 2018.</p>	
<p>5.3: Policies, procedures, and post orders should continue to be reviewed, revised, and updated annually.</p>	<p>As part of the IRT implementation process, JTVCC, SCI, HRYCI, BWCI have reviewed and updated policies and procedures. Level V facilities that previously maintained only paper copies of policies, procedures and post orders now have converted them to PDF electronic versions</p>	<p>Ongoing. Policy review is a significant part of the American Correctional Association (ACA) Accreditation Process and National Commission on Correctional Health Care NCCHC Accreditation. Policies are reviewed annually at all levels for</p>

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	<p>accessible on centrally-located computers on a shared drive.</p> <p>In addition, any proposed revision of a policy or procedure at a Level V facility must be submitted to the Bureau of Prisons Chief for review and approval before implementation and posting.</p>	<p>compliance with these standards.</p>
<p>5.4: Identify, and implement, security level and program classification systems that are effective and evidence-based.</p>	<p>Inmate security level classification system was validated in December 2014 by JFA Associates. The Risks Needs Responsivity (RNR) Tool was integrated into the prison program classification system in April 2017, which had been the plan prior to the February prison siege and IRT Report. The tool is based on evidence-based principles that consider the inmate's criminogenic needs and provides recommendations for available programming that is responsive to those needs.</p>	<p>Implement programs that help close the gap between what is indicated by RNR assessments and available programming within the facility that addresses "Criminal Thinking" patterns. DDOC will continue to work with the OMB and the General Assembly on funding requested to conduct program evaluations to determine if the programs are effective in reducing recidivism and treating drug addictions.</p>
<p>5.5: JTVCC administrators and leadership should provide documentation with specific explanations for overriding security level classifications and other security-based decisions made by staff.</p>	<p>Warden Metzger and his senior team is in the process of drafting uniform guidelines governing when security level classifications may be overridden and procedures for documenting such changes. Once approved by the Commissioner and Chief Wesley, the revised guidelines will be shared with inmates to document for the reasons for a housing or</p>	<p>This new policy will be finalized, communicated and implemented in the next 3 months.</p>

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	<p>security level change, loss of commissary due to disciplinary reasons or loss of privileges for an infraction.</p> <p>Bureau of Prison Policy 3.3 is being revised to include the recommendations of the IRT in identified areas, including specific requirements for security level overrides and the associated supporting documentation. Security level overrides are completed through the classification process and through the authority established by Delaware Code.</p>	
<p>6.1: The Delaware DOC should expedite the implementation of the 16 hours of "in the seat" training and reduce the number of online training hours.</p>	<p>The DDOC has made the 16 hours of in-seat training a priority. The 16 -hour in-seat requirement is documented in DDOC training standards. Reducing the current 24 hours of annual online training will be difficult to accomplish due to staffing shortages and funding constraints. However, the in-person trainings detailed in Recommendations 3.6, 6.3 and 7.3 are a positive example of the DDOC's implementation of "in-seat training" for all officers.</p> <p>DDOC has requested funding in FY19 to add 7 additional Staff Relief Training Officers (STROs). By adding these new positions, it will allow</p>	<p>DDOC senior leadership will continue to focus on this issue and work with the General Assembly on the requested additional positions.</p>

IRT Recommendation	Progress to Date	Next Steps
6.2: Individual DOC facilities should be able to tailor aspects of the annual in-service training to their specific needs.	<p>more training officers to provide in-seat trainings.</p> <p>JTVCC has an "Institutional Training Administrator" to help schedule officer trainings.</p> <p>DDOC's annual training plan is established through the coordinated efforts of the Employee Development Center in conjunction with input from individual facilities.</p> <p>Annual trainings are established based upon DDOC policies, identified needs and accreditation standards.</p>	DDOC senior leaders will be evaluating regionalization of Training Educators and Staff Training Relief Officers to help meet training needs across all Level V facilities.
6.3: Ensure that training courses prioritize topics and courses that are essential to operating a 21st Century correctional facility that focuses on rehabilitation.	<p>DDOC has partnered with Wilmington University to conduct a 6-hour training course of all correctional officers in the areas of risk management, de-escalation skills, communication skills and cultural competency. This training is mandatory. From January – July 2018, 1200 correctional officers will receive this training from experienced, skilled law enforcement officers who are Wilmington University professors. Wilmington University was selected after DDOC received and reviewed 3 proposals for such training.</p> <p>Wilmington University law enforcement professionals also will conduct an 8-hour training course for 400</p>	Continue to monitor compliance.

IRT Recommendation	Progress to Date	Next Steps
<p>6.3: Ensure that training courses prioritize topics and courses that are essential to operating a 21st Century correctional facility that focuses on rehabilitation.</p>	<p>correctional leaders in supervisory management and leadership skills. This training is mandatory and will be conducted between January – July 2018.</p> <p>DDOC also has partnered with the Criminal Justice Council to offer several dozen correctional officers specialized FBI-LEEDA trainings for Law Enforcement Executive Development.</p> <p>Correctional officers also have been offered online supervisory management and leadership training provided by OMB and DHR. Dozens of JTVCC staff have completed these trainings over the past 6 months.</p> <p>Correctional officers along with DDOC senior leadership recently attended training by Dr. Edward Latessa from University of Cincinnati. The training focused “What Works” in corrections and the use of evidence based practices in corrections.</p>	<p>Continue to monitor compliance.</p>
<p>6.4: Prohibit training from being conducted while on post.</p>	<p>Bureau of Prisons Chief Wesley issued a Directive on September 22, 2017 to all Level V facilities to prohibit this practice.</p> <p>See Appendix C</p>	<p>Continue to monitor compliance.</p>

IRT Recommendation	Progress to Date	Next Steps
6.6: Require that all DOC training instructors complete train-the-trainer courses from an accredited agency such as the National Institute of Corrections (NIC) or the American Correctional Association (ACA).	It already is established procedure at the DDOC that training instructors complete a train-the-trainer course as a minimum requirement to be an instructor. Warden of Special Operations, Timothy Radcliffe, has scheduled the next train-the-trainer course for February 2018	Officers scheduled to complete enhanced Train-the-trainer course starting in February 2018.
7.3: JTVCC administrators and all levels of supervisors should receive training in communication skills.	DDOC has partnered with Wilmington University to conduct a 6-hour training course of all correctional officers in the areas of risk management, de-escalation skills, communication skills and cultural competency. This training is mandatory. From January – July 2018, 1200 correctional officers will receive this training from experienced, skilled law enforcement officers who are Wilmington University professors. Wilmington University law enforcement professionals also will conduct an 8-hour training course for 400 correctional leaders in supervisory management and leadership skills. This training is mandatory and will be conducted between January – July 2018.	Continue to monitor implementation.
8.5: JTVCC civilian staff should be provided with radios or other devices to communicate with sworn correctional staff.	Radios have been provided in medical areas at JTVCC and are accessible for medical personnel, counselors and food service	DDOC has implemented this practice at HYRCI and is doing so at SCI and BWCI as well.

IRT Recommendation	Progress to Date	Next Steps
	personnel in the event of an emergency, so staff can communicate with officers in an emergency and can monitor any emergency communications throughout the day.	

Beyond the IRT's Final Report Recommendations, the senior leadership team at JTVCC also is implementing the following positive reforms related to officer safety and training and adopting better practices to interact with inmates on a daily basis:

- Instituting a leadership training for all newly-promoted officers, which is being reviewed by the DDOC Employee Development Center for approval;
- Require correctional officers to maintain 100 percent accountability for all equipment at JTVCC;
- Added less than lethal weapons and defensive gear for officers' safety;
- Created JTVCC staff recognition program;
- Created mandatory mentorship of experienced correctional officers with new correctional officers;
- Conducting performance reviews and feedback sessions for correctional officers;
- Strictly tracking correctional officers weapon certification and training requirements;
- Reinvigorated K9 program by putting teams back inside the facility and working with correctional officers on various shifts.

Officer Recruitment and Retention

Governor Carney and the Delaware General Assembly have dedicated additional state funding in Fiscal Year 2018 to the critical need of recruiting and retaining correctional officers. At this time, there are more than 250 vacant officer positions, including the 100 new Level V officer positions for which additional funding has been secured. The DDOC has hired a new, experienced recruiter, with plans to hire a second recruiter in early 2018. Additional state funds are being spent on correctional officer job fairs and other marketing initiatives. Working closely with COAD, Governor Carney and the General Assembly have increased the starting salary for correctional officers by 22% to \$40,000, with another salary increase to \$43,000 starting in July 2018. Further, a DDOC/COAD Labor Management Committee met twice a month from September – December 2017 to work on four key issues related to recruitment and retention:

- Career Ladder and Promotional Standards
- Physical Fitness Requirements for Recruits and Officer Promotions
- Mandatory Shift Freeze Policy
- Review of 12-hour Shifts, rather than the current 8-hour Shifts

The DDOC/COAD Labor Management Committee updated correctional officer classification descriptions for the first time since 1987 and established promotional standards to help promote and retain experienced officers (**Appendix D**). The Committee established physical fitness requirements for applicants and officers seeking promotions (**Appendix E**). Thanks to work by Committee members, the DDOC established the first-ever mandatory shift freeze policy (**Appendix F**). Finally, the Committee reviewed a comprehensive data analysis of moving from the current 8-hour shift to a 12-hour shift. While current staffing levels do not support 12-hour shifts, the Committee agreed to revisit this issue by September 1, 2018.

Effective July 1, 2017, members of AFSCME, Local 247, Unit 11, which includes Lieutenants, Staff Lieutenants and Captains, received an 18% increase in compensation. AFSCME, Local 247, will establish a Labor Management Committee with the DDOC in the coming weeks to further analyze a proposal for 12-hour shifts and implement physical fitness training requirements.

Detailed below are actions taken on the specific IRT final report recommendations related to Recruitment and Retention of Correctional Officers.

IRT Recommendation	Progress to Date	Next Steps
4.1: To the extent possible, reduce reliance on mandatory overtime and limit the number of overtime hours per week for employees at the JTVCC.	Despite recent salary increases and increased recruitment efforts, the DDOC has an officer vacancy rate of about 16%. Based on a detailed staffing analysis, until vacancy levels decrease to below 10%, mandatory shift freezes at all Level V facilities are an unfortunate reality. In December 2017, the DDOC initiated the first-ever comprehensive policy on mandatory overtime. DDOC senior leaders and wardens are considering alternatives for managing populations within each facility that would permit reduced reliance on mandatory overtime until staffing levels reach 90%.	Monitor Compliance with the new Bureau of Prisons Policy 9.33. Continued focus on recruitment efforts.
4.3: The JTVCC must evaluate its timekeeping practices to ensure they adhere to state and federal labor laws.	DDOC, OMB and DHR are evaluating the electronic timekeeping system initiated at DDOC in March 2015 to adhere to state and federal labor laws.	Ongoing review.
6.5: The JTVCC should expedite the creation of a field training officer (FTO) program, link it to other leadership development and upward mobility opportunities, and ensure that qualified applicants are selected.	DDOC's Employee Development Center is examining the National Institute of Corrections (NIC) Field Officer Training program and the Delaware State Police Field Officer Training Program. An internal committee has been formed to standardize a DDOC FTO program statewide. The FTO program is intended to teach	Implementation will continue over the next 4-6 months.

IRT Recommendation	Progress to Date	Next Steps
	officers appropriate processes based upon procedure to standardize operations and increase safety and security throughout the facility.	

21st Century Corrections:

Modernize Operations, Intelligence-Gathering, Intelligence-Sharing

The DDOC is committed to smarter, technology-assisted correctional practices, modernizing operations and making intelligence-gathering and intelligence-sharing a priority to prevent, or at least minimize, future incidents that stem from a lack of communication and intelligence-sharing. To that end, the following 12 recommendations are in progress, along with forming a centralized system to proactively monitor cameras and communicate intelligence across Level V facilities.

IRT Recommendation	Progress to Date	Next Steps
3.2: Review and rewrite job descriptions and promotional standards to reflect the skills and knowledge required to enhance staff behavior and facility culture.	This is a joint effort by the Bureau of Prisons and Bureau of Administrative Services. It is a time-consuming process. After several months of meetings, the DDOC/COAD Labor Management Committee did agree on revised promotional standards, which currently are being reviewed for final approval by the DDOC Commissioner and the Acting Secretary of the Delaware Department of Human Resources.	Implementation of the revised job descriptions and promotional standards will continue to be a priority over the next 6 months.
3.5: The DOC Commissioner should assert the primacy of central office over the facilities.	While Wardens of JTVCC, HRYCI, SCI and BWCI are in command of their respective facilities, there has been a concerted effort over the past 5 months to continue to assert the primacy of the Commissioner over all DDOC operations.	Commissioner will continue Interactive Leadership Initiative with visits to facilities. Monthly Bureau of Prison meetings with Level V

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<p>3.5: The DOC Commissioner should assert the primacy of central office over the facilities.</p>		<p>Wardens and senior leaders will continue. DDOC Bureau Chiefs will attend meetings at each Level V facility to continue to evaluate operations, focus on areas of concern and help increase operational effectiveness.</p>
<p>5.1: All JTVCC employees should be required to sign a document indicating that they have read the DOC and the JTVCC Policies and Procedures identified by their superiors, as soon as possible, and should also be required to sign a copy of each policy or procedure update.</p>	<p>DDOC IT Director Phil Winder is leading this project. Over the past several months, DDOC has been working with the Delaware Automated Correction System (DACS) vendor to leverage software to develop and implement a Policy and Procedure Publishing System (iPAP). Implementation is 85% complete. Completion is expected by February 29, 2018. The iPAP system will allow the Administrator to publish the Policy document along with other details, such as the policy name, number and effective date. The new system will send email alerts and DACS notifications to each staff member. The display alerts about the policies can be reviewed upon login to the system. These alerts will be displayed every time the staff logs into the system until the staff member reviews and accepts that he/she has read and understands the policy. Staff members will be prompted to check a box to indicate they have reviewed the policy and enter their initials that they accept it. Wardens and Deputy Wardens at each facility will</p>	<p>Once system is in place, officers will be instructed on how to review policies and procedures and electronically sign an acknowledgement that they have read and understand each policy and procedure update. Officers who have questions will have an opportunity to submit or ask such questions.</p>

IRT Recommendation	Progress to Date	Next Steps
	<p>be able to generate a report to view a list of staff members who have not reviewed the policy after 15 days of publishing the policy. Those not in compliance will be issued a reminder alert. The Bureau Chief will be able to generate a report after 30 days of staff members who have still not reviewed a policy and send an additional alert for compliance.</p>	
<p>5.2: Officers assigned to a specific post should be required to sign off on the post orders upon assuming the post.</p>	<p>Requiring each officer to physically "sign off" on every post order for every shift may prove cumbersome, bureaucratic, inefficient and ineffective. DDOC and JTVCC recognize the need for accountability on post orders and are reviewing options.</p>	<p>Further collaboration is required on this recommendation to ensure accountability.</p>
<p>5.6: Establish a Contraband Interdiction Unit (CIU) at the JTVCC.</p>	<p>Since mid-July 2017, CERT has activated a contraband interdiction and security team at JTVCC. The security team operates within all areas of the facility at a minimum of twice a week. Shifts and days of the security team are selected at random without interrupting normal patterns of sleep for the inmates. Staffing is on a volunteer basis and off-shift, so institution rosters are not affected. Consistent staffing of the security team is important to not duplicate previous searches and to document valuable intelligence received through the searches. The security team works closely with the JTVCC Security Threat Group (STG) investigators, The Central Intelligence Group and Institutional Investigators in contraband detection and STG validations. In mid-August the security team began participation in regular meetings with Warden Metzger's intel fusion cell. The</p>	<p>Contraband Interdiction and Security Team investigations will continue.</p>

IRT Recommendation	Progress to Date	Next Steps
5.6: Establish a Contraband Interdiction Unit (CIU) at the JTVCC.	<p>meetings are attended by institutional investigators, STG investigators, Facility management and security/support services. Information is shared with staff regarding contraband detection and other security concerns. Since its inception the security team has uncovered dozens of homemade heating devices (stingers), homemade weapons (shanks), narcotics, weapons, loose razors, STG related material, and other miscellaneous metal contraband. Investigators also have validated more than 70 Security Threat Group members among the inmate population.</p> <p>To further prioritize and integrate contraband interdiction efforts, Bureau of Prisons Chief Wesley has received approval from the Commissioner to create a "Security Threat & Organized Crime Prevention Team," (STOP) which will include contraband interdiction and intelligence gathering. The plan is to reclassify 11 positions to create the STOP team.</p>	<p>Reclassification requests have been submitted to the Delaware Department of Human Resources (DHR) for review and approval.</p>
6.3: Ensure that training courses prioritize topics and courses that are essential to operating a 21st Century correctional facility that focuses on rehabilitation.	<p>DDOC has partnered with Wilmington University to conduct a 6-hour training course of all correctional officers in the areas of risk management, de-escalation skills, communication skills and cultural competency. This training is mandatory. From January – July 2018, 1200 correctional officers will receive this training from experienced, skilled law enforcement officers who are Wilmington University professors. Wilmington University law enforcement professionals also will conduct an 8-hour training course for 400 correctional leaders in supervisory management and leadership skills. This training is</p>	<p>DDOC leaders are committed to a detailed training schedule from January – July 2018. Officers will attend these training classes at Wilmington University's Dover Campus.</p>

IRT Recommendation	Progress to Date	Next Steps
	<p>mandatory and will be conducted between January – July 2018. DDOC also has partnered with the Criminal Justice Council to offer several dozen correctional officers specialized FBI-LEEDA trainings, which promote Law Enforcement Executive Development skills and education.</p>	
<p>7.1: The JTVCC should continue to test communication channels and immediately address identified issues.</p>	<p>JTVCC Warden Metzger has initiated four new operational exercises and reinstated another to improve communication:</p> <ul style="list-style-type: none"> • Operations Briefings (daily) • New Intelligence Fusion Cell meetings (weekly) • Warden Advisory Committee (monthly) • Senior Leadership Walkthroughs (weekly) • Town Halls (quarterly) 	<p>Continue to monitor implementation.</p>
<p>7.1: The JTVCC should continue to test communication channels and immediately address identified issues.</p>	<p>To improve communications among staff, Daily Operations Briefings are held with senior leaders and representatives from all areas to discuss JTVCC operations. Leadership is expected to already have gathered information from their areas and know each of the issues that need to be discussed. The mindset is to reflect on the previous 24 hours and anticipate the next 24. Each area gives a report, usually addressing staffing levels, bed occupancy, safety, programming, medical issues and other concerns. The largest benefit of this exercise is the face-to-face conversation with near immediate mitigation and impact. With a central place to gather, it has expedited follow-up on issues and concerns due to the requirement of progress updates the following day.</p>	<p>Continue to monitor implementation.</p>

IRT Recommendation	Progress to Date	Next Steps
<p>7.1: The JTVCC should continue to test communication channels and immediately address identified issues.</p>	<p>This practice is leading to better resolution of issues and more informed decision making.</p> <p>The creation of the Intelligence Fusion Cell is designed to promote information sharing at the institution level among all sections. The fusion process proactively seeks to identify perceived threats and stop them before they occur. The fusion cell is organized by representatives from all agencies (Security, Counselors, Mental Health, Gang Unit, CERT, Medical, Maintenance and DCI) who meet on a weekly basis in one physical location. Each representative is intended to be a conduit of raw information from his or her specialty area, an individual who can infuse section-specific information into the collective body for analysis. As the array of diverse information sources has increased, increasingly accurate and robust analysis can be disseminated as intelligence throughout JTVCC at voluntary officer musters at shift change, orders of the day and roll call. The goal is to provide a mechanism where all sections are represented and come together with a common purpose to improve the ability to safeguard and secure the facility for staff and inmates.</p> <p>The purpose of the monthly Correctional Officer Advisory Committee is to generate positive change within JTVCC to enhance safety and security measures. The goal is to promote an open forum in which a diverse group of staff can come together to address issues, boost</p>	<p>Continue to monitor implementation.</p>

IRT Recommendation	Progress to Date	Next Steps
<p>7.1: The JTVCC should continue to test communication channels and immediately address identified issues.</p>	<p>morale, improve communication, and continue discussions on how to work together to continue moving forward after a challenging year.</p> <p>Meetings were held on December 4, 2017 and January 3, 2018, with 18 staff members from the level of sergeant and below, from all different areas and varying levels of service from less than one year to 25 years. Agenda items included updates on training initiatives, manpower/staffing issues, project updates and post order/policy reviews. Staff was then encouraged to present and actively discuss their items of concern and any questions they have for senior staff. These meetings will continue monthly.</p> <p>To increase leadership's presence on the compound, as well as committing JTVCC to Commissioner Phelps' vision, Warden Metzger and his team also have instituted informal walkthroughs at JTVCC. Senior staff members (Warden, Deputy Wardens and Majors), are scheduled to visit various buildings on a rotating, weekly basis. Inmate living and recreational areas, staff offices, education rooms, chow halls, bathrooms, etc. are toured. Staff and inmates alike, are spoken with on an informal level to answer questions, bring back to the team any issues and provide feedback- negative and positive.</p> <p>Town Halls were re-instated in September 2017. JTVCC leadership met with staff at the beginning or end of each shift, hitting all three shifts on</p>	

IRT Recommendation	Progress to Date	Next Steps
	different days throughout the month to share with them DDOC's vision for the future, discuss concerns and seek ideas and recommendations to move forward. These meetings will be held on a quarterly basis with the next scheduled for January 2018.	
7.2: JTVCC administrators and all levels supervisors should build relationships and regularly communicate with one another to share promising practices.	The Word/Phrase of the Week communication strategy, enhanced officer trainings, new JTVCC leadership, daily voluntary attendance at "musters" at the beginning of each shift and a new Correctional Officers' Advisory Council are all designed to build stronger relationships and improve communication among JTVCC administrators and officers.	Continue to monitor implementation and progress.
7.4: Require employees to enter in, and read, information into DACS at the beginning and end of each shift.	Similar to Recommendation 5.1, DDOC is working with the DACS vendor on the Integrated Policy and Procedure System (iPAP), which will generate email alerts to staff as they log into DACS.	Once the system is created, further communication and education for supervisors and officers will be required and implemented.
8.1: The DOC should prioritize the replacement/upgrade of the hardware/server infrastructure used to operate DACS, including accounting for addition Access Points and Active Port costs.	<p>\$1.7 million for upgraded hardware and server infrastructure used to operate DACS (Delaware Automated Correction System) is included in the Governor's recommended FY19 Capital Budget.</p> <p>DDOC is working with DTI and the vendor Aerohive to determine access points necessary to improve Wi-Fi coverage at JTVCC and eventually all Level V facilities. Installing Wi-Fi Access Points will enhance electronic medical recordkeeping and allow for</p>	<p>DDOC will continue to work with the Governor's office, OMB and the General Assembly to secure funding.</p> <p>Cost estimates and work orders with vendors involved are being updated. Wiring infrastructure for</p>

IRT Recommendation	Progress to Date	Next Steps
8.1: The DOC should prioritize the replacement/upgrade of the hardware/server infrastructure used to operate DACS, including accounting for addition Access Points and Active Port costs.	increased programs and services for inmates. See Recommendations 9.3 and 9.5	Wi-Fi Access Points at JTVCC is expected in the coming weeks in two buildings as a pilot to test signal strength.
8.2: DOC should authorize additional Correctional Officer Technician positions for IT support throughout their facilities.	Bureau of Administrative Services Chief Jen Biddle is working the Delaware Department of Human Resources to reclassify six open officer positions to Correctional Officer/Technician positions.	Approval is expected within the coming weeks. The new positions will be posted as required by state regulations, applicants will be reviewed and interviewed. The goal is to fill the positions by July.
8.3: The State of Delaware should consider the unique technology and equipment needs of the DOC and specific facilities.	DDOC is working with the Delaware Department of Technology (DTI) to assess unique technology needs and provide other assistance.	Ongoing.
8.4: The JTVCC should purchase equipment, such as cameras, that contribute to overall inmate, staff, and facility safety and security.	The General Assembly included \$2 million in the FY18 Bond Bill for the DDOC to purchase cameras for the JTVCC. Cameras were purchased through a state-approved vendor that is a Delaware minority-owned business. A thorough review of where internal and external cameras are required was conducted. Camera installation began in November 2017 and will continue on an accelerated schedule. Each building takes approximately one month to complete. BOP and JTVCC senior staff determine where to move inmates to vacate the building where cameras are being installed.	By July 2018, nine buildings at JTVCC are expected to have cameras operational. The entire JTVCC camera installation project should be complete by March 2019.

IRT Recommendation	Progress to Date	Next Steps
8.4: The JTVCC should purchase equipment, such as cameras, that contribute to overall inmate, staff, and facility safety and security.	The DDOC has allocated an additional \$150,000 to install more cameras at SCI and HRYCI to better secure certain areas at each facility. These cameras also have been purchased, with installation beginning in January.	Camera installation at SCI and HRYCI should be complete by April 2018.

Improve Programs and Services for Inmates

More than 90% of offenders in Delaware's Level V facilities will be released upon completion of their sentence. DDOC leadership continues to focus on its dual mission to protect the public by supervising adult offenders through safe and humane services, programs and facilities. Indeed, correctional officers support improved services and programs for inmates as it helps them maintain a safe and secure correctional facility.

IRT Recommendation	Progress to Date	Next Steps
9.1: The DOC should conduct an independent assessment of the health care and mental health care provided at the JTVCC.	Bureau of Correctional Healthcare Services Chief, Dr. Marc Richman and Dr. Vincent Carr have retained the National Commission on Correctional Health Care (NCCHC) to conduct an independent assessment of the inmate "sick call" process at the JTVCC. The review will include the time it takes for inmates to receive medical attention, schedule an appointment with a physician and receive treatment. The assessment will start in January and be complete by July.	NCCHC professionals will conduct the independent assessment over the next several months and issue a report. DDOC's Dr. Marc Richman will lead implementation of any recommendations that may follow the independent assessment. Prepare JTVCC for American Correctional Association (ACA) accreditation with a target timeframe for accreditation within 12-18 months.
9.2: Develop a strategic plan to prioritize the restoration and expansion of evidence-based programs and job opportunities at the JTVCC.	DDOC has completed an analysis of evidence-based programs at all of its Level V facilities, including the JTVCC. Planning & Research Chief Joanna Champney, Bureau of Correctional Healthcare Services Chief Marc Richman and Bureau of Community Corrections Chief James Elder are working with Bureau of Prisons Chief Wesley and JTVCC leaders to expand evidence-based	Continue implementation.

IRT Recommendation	Progress to Date	Next Steps
<p>9.2: Develop a strategic plan to prioritize the restoration and expansion of evidence-based programs and job opportunities at the JTVCC.</p>	<p>CBT programming. DDOC's contracted behavioral healthcare provider, Connections, has trained more than 15 additional counselors on a highly-regarded national Cognitive Behavioral Therapy curriculum (Cognitive Behavioral Interventions – Comprehensive Curriculum [CBI-CC]) effective in prisons in other states.</p> <p>In addition, DDOC leaders are working with Delaware Correctional Industries (DCI) Director Mark Pariseau to increase funding to expand prison job opportunities of inmates. DCI utilizes offender labor, along with supervisors and administrative staff, to provide products and services to state agencies schools, universities, non-profit organizations and citizens of Delaware. Inmates receive critical job skills in trades, including construction, furniture making and repair, painting and web-design. These skills and workplace training play an important part in reducing offender recidivism by giving inmates job skills to employ once released from prison.</p> <p>Joanna Champney and Bureau of Community Corrections Chief James</p>	

IRT Recommendation	Progress to Date	Next Steps
9.2: Develop a strategic plan to prioritize the restoration and expansion of evidence-based programs and job opportunities at the JTVCC.	Elder are working to implement recommendations from the National Criminal Justice Reform Project (NCJRP) aimed at introducing evidence based reentry reforms across the DDOC correctional continuum beginning at intake and assessment and carrying through to community based supervision.	
9.3: Identify creative solutions, including working with JTVCC staff and counselors, to deliver inmate programming and opportunities.	See above explanation on activities to date and implementation progress.	
9.4: Review contracts for behavioral health and substance abuse treatment programs to identify opportunities for cognitive behavioral interventions to be included in the delivery of services.	Bureau of Correctional Healthcare Services Chief, Dr. Marc Richman has reviewed these contracts and the current provider, Connections, has agreed to expand Cognitive Behavioral Therapy programming, including establishing additional cognitive restructuring programs at the JTVCC.	Ongoing.

IRT Recommendation	Progress to Date	Next Steps
9.4: Review contracts for behavioral health and substance abuse treatment programs to identify opportunities for cognitive behavioral interventions to be included in the delivery of services.	Dr. Richman and Bureau Chief James Elder are working to modernize Key-Crest programs to better align clinical content with contemporary best practices in correctional treatment to include cognitive interventions and responsivity to prevalence of opioid use disorder as part of the program re-design.	Continue to monitor implementation.
9.5: The JTVCC must develop a system of privileges and incentives to encourage positive behaviors on the part of inmates.	<p>Under the leadership of Warden Metzger and his senior team, an Inmate Advisory Council has been created. (See Appendix G) The goal is to foster discussion and problem-solving between inmates and officers. Ten inmates on the Council meet monthly, then meet with JTVCC senior leadership to discuss their recommendations and requests. In addition, commissary privileges and religious services at JTVCC that had been partially restricted in February for security reasons were reinstated in September 2017; recreational time for inmates has been increased; access to library services was reinstated in December 2017; and, movie selection has improved.</p> <p>DDOC leadership is working with an outside vendor to</p>	Continue to monitor progress.

IRT Recommendation	Progress to Date	Next Steps
9.5: The JTVCC must develop a system of privileges and incentives to encourage positive behaviors on the part of inmates.	provide electronic tablets for inmates once Wi-Fi issues are resolved. Inmates granted the privilege of the tablets will have increased educational opportunities and programming. The tablets will help incentivize positive behavior by inmates by providing additional music and movie opportunities. In turn, opportunities the tablets provide for inmates are expected to assist officers in keeping the facility safe and secure.	Continue to monitor implementation.
10.1: JTVCC administrators and leadership should adopt procedural justice as the guiding principle in their interactions with correctional staff in order to develop internal legitimacy.	JTVCC Warden Metzger has established the Correctional Officers' Advisory Council, which meets monthly. It is an opportunity for correctional officers at all ranks to meet with the warden and his senior team, communicate concerns, suggestions for improvements and facilitate more open interactions among correctional officers and between JTVCC leadership and officers. In addition, BOP Chief Wesley has issued revised policies across all Level V facilities that promote procedural justice as the guiding principle in interactions among staff. See Appendix H	Continue to monitor implementation and progress.

IRT Recommendation	Progress to Date	Next Steps
<p>10.3: The JTVCC should establish a culture of transparency and accountability in order to rebuild trust and legitimacy with inmates.</p> <p>10.3: The JTVCC should establish a culture of transparency and accountability in order to rebuild trust and legitimacy with inmates.</p>	<p>In March 2017, Commissioner Phelps initiated a new Civilian Community Council to serve as a liaison to help resolve welfare and safety issues raised by inmates. Members of this group include religious and respected community leaders. This initiative started at JTVCC, with the council members going to the facility to meet with inmates and DDOC leaders.</p> <p>As detailed previously herein, Warden Metzger has established a weekly "Leadership by Walking Around" schedule that assigns senior staff members (Warden, Deputy Wardens and Majors) to visit various buildings on a rotating, weekly basis to talk informally with officers and inmates.</p> <p>The Inmate Advisory Council, Correctional Officers' Advisory Council, enhanced officer trainings and improved communication techniques are designed to improve the culture of transparency at the JTVCC to rebuild trust and legitimacy with inmates.</p>	<p>The civilian community council will be expanded to other Level V facilities in the coming months.</p> <p>Continue to monitor implementation and progress.</p>
<p>10.4: The JTVCC grievance processes and procedures should be reviewed and revised to be more efficient and fairer.</p>	<p>DDOC recently issued a public notice for RFPs seeking a qualified third party to review grievance procedures and audit both aggregate and randomly-</p>	<p>Proposals submitted will be reviewed and a third-party grievance review provider will be selected by April 2018.</p>

IRT Recommendation	Progress to Date	Next Steps
10.4: The JTVCC grievance processes and procedures should be reviewed and revised to be more efficient and fairer.	selected grievance cases. The third-party provider selected will issue recommendations for improvement of the grievance process, initially at JTVCC, then across all Level V facilities. A three-year contract will be awarded.	

Beyond the IRT's Final Report Recommendations, the senior leadership team at JTVCC also is implementing the following positive reforms to improve services and programs for inmates:

- In partnership with Bureau of Prisons leadership and Research and Planning Unit, reinstituting and expanding allowance of nonprofit and faith-based organizations wishing to conduct inmate programming at the facility;
- Working with Delaware Correctional Industries (DCI) to expand inmate job opportunities and skills development, including small motor shop and fixing small appliances;
- Expanding JTVCC webpage to educate the population and the public on how a prison works, from classification to in processing, visitation and lockdowns;
- DDOC's contracted behavioral health provider, Connections Community Support Programs, Inc., is implementing University of Cincinnati's Cognitive Behavioral Interventions – Comprehensive Curriculum (CBI-CC) program within all Level V prison and some Level IV community corrections facilities;
- Increasing inmate visitation privileges;
- Opening a second gym for inmates in Building 24;
- Creating incentive program for Maximum security inmates to help step down to lower classification levels;
- Implementing new alternative therapy modalities for inmates in the Residential Treatment Unit that include art therapy, aroma therapy and music;
- Launching new Culinary Arts program for inmates;
- Increasing educational opportunities for inmates, such as additional GED classes;

- Exceeding ACLU recreation-time requirements;
- Reviewed and expanded commissary product offerings to ensure items are relevant for a culturally-diverse inmate population.

Further improvements include expanding the use of “Channel 19,” which is a project initiated in 2006 designed to broadcast selected content to the inmate population of JTVCC. Channel 19’s goals include broadcasting informational, instructional and/or entertaining content to the inmate population of JTVCC (for example: Housing Rules and policy changes, library and commissary listings, medical and recreational scheduling, educational courses, high quality public broadcast content, chapel services, and commercially accessible movies).

Under the supervision JTVCC Treatment Services, Channel 19 is moving forward and updating its content of movies, educational programming, religious services, Warden Metzger’s words of motivation, commissary notices, policy changes and new directives to engage the inmate population in constructive ways that support prosocial institutional adjustment and correctional rehabilitation.

The “Isthmus”, JTVCC’s in-house news publication, has been revitalized and is formatted and produced for the benefit of inmates and institutional staff alike. The name of the paper metaphorically describes the nature and purpose of this publication. Just as an “isthmus” is a narrow strip of land having water at each side and connecting two larger bodies of land, so too this paper attempts to bridge the gap that exists between men and women living in a free society and those living in restraint of their liberty.

The “Isthmus” affords residents of JTVCC a vehicle for creative expression, helps to educate residents by effective communication, organization, and leadership and increases morale by developing a sense of responsibility and constructive participation with the prison. The most recent edition of the “Isthmus” featured an article regarding the Inmate Advisory Council and a full-page interview with Warden Metzger.

CONCLUSION

This is the first of two public reports to document implementation of the 41 recommendations included in the Independent Review Team's Final Report. The DDOC will stay focused on making progress toward strengthening officer safety and training; improving recruitment and retention of officers; modernizing operations, intelligence-gathering and intelligence-sharing; and providing additional services and programs for inmates. The second public report will be issued in July 2018.



STATE OF DELAWARE
DEPARTMENT OF CORRECTION
Bureau of Prisons

Chief of Prisons

245 McKee Road
Dover, DE 1 9904
302.857.5365
302.739.8219 FAX

Steven Wesley
Chief

DIRECTIVE

To: All Level 5 Wardens
Timothy Radcliffe, Warden, Special Operations

From: Steven Wesley, M. A.
Chief of Prisons

Date: September 6, 2017

Re: **BUREAU OF PRISONS POLICY DIRECTIVE**

To reiterate existing Department of Correction Policy, I am issuing the following Directive to clearly state that Facility administrators do not have the authority to alter or change bureau level policy, and should not utilize email, memo or verbal communication to alter the meaning or intent of any such bureau level policy.

Facility administrators should adopt a standardized process, to include Central Office vetting, prior to implementing or revising facility/site specific SOP's (standard operating procedures). Please note that all proposed facility-level policy changes should be sent to the Chief and Deputy Chief of the Bureau of Prisons for review prior to implementation and dissemination to staff.

After appropriate review, each site will be responsible for a process of communicating all SOP changes and revisions to staff.

Thank you for your strict adherence to this established DOC procedure.

Cc: Perry Phelps, Commissioner
Alan Grinstead, Deputy Commissioner
Claire DeMatteis, Special Assistant
Robert May, Deputy Chief, BOP
File



State of Delaware
DEPARTMENT OF CORRECTION
245 McKee Road
Dover, De 19904
Telephone: (302) 739-5601

Maj. Michael Merson
Special Operation Group
Security Superintendent

Telephone: (302) 857-5402
Cell: (302) 222-0536
Fax: (302) 739-8219

To: Captain Eric Lehman/CERT Commander

RE: CERT Shakedowns

Date: October 17, 2017

Captain Lehman,

Per Warden Radcliffe, effective this date, Balaclava face masks are no longer authorized for CERT operators during a shakedown in a facility. Please make the necessary adjustments to any Operation Orders moving forward.

Respectfully,
Major Michael Merson

APPENDIX C



STATE OF DELAWARE
DEPARTMENT OF CORRECTION
Bureau of Prisons

Chief of Prisons

245 McKee Road
Dover, DE 19904
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302.739.8219 FAX

Steven Wesley
Chief

DIRECTIVE

TO: All Level 5 Wardens
Timothy Radcliffe, Warden, Special Operations

From: Steven Wesley, M.A.
Chief, Bureau of Prisons

Date: September 18, 2017

Subject: **IRT Final Report; Recommendation 6.4 (Prohibit training from being conducted while on post)**

Correctional Officer Series staffs, through the rank of Captain, are not to complete the mandatory online training courses during shift and while on post. The Department of Correction will authorize up to two hours of overtime per day, immediately prior to or following an officer's shift, to complete the required online training courses. In the event the time required to complete and pass the course exceeds the authorized period; overtime shall be approved as necessary.

Staff may use computers set up at each institution for the purpose of facility onsite trainings. Each facility shall be responsible for establishing procedures regarding the scheduling of the online trainings to assure computer availability. It is the responsibility of facility schedulers and ITA's (Institutional Training Administrators) to work collaboratively and ensure proper scheduling and staff coverage.

Cc: Perry Phelps, Commissioner
Alan Grinstead, Deputy Commissioner
Claire DeMatteis, Special Assistant
Robert May, Deputy Chief, BOP
File



STATE OF DELAWARE
DEPARTMENT OF CORRECTION
Office of the Commissioner
245 McKee Road
Dover, Delaware 19904

Alan Grinstead
Deputy Commissioner

(302) 857-5234
Fax: (302) 622-4457

TO: Sandra Ross Johnson, Acting Secretary, Department of Human Resources
Michael Jackson, Director, Office of Management and Budget

FROM: Alan Grinstead, Acting Commissioner

DATE: October 30, 2017

SUBJECT: **COAD Labor Management Committee Proposals**

Per the State of Delaware and Correctional Officers Association of Delaware Memorandum of Agreement dated June 22, 2017, attached please find two proposals from the Committee regarding Career Ladder and Physical Fitness.

As you know, the Labor Management Committee was tasked with studying four items. The Committee has met consistently since August and has reached unanimous agreement on the two attached proposals. In making the recommendations, the Committee considered: safety, cost, employee preference and recruitment/retention.

I have reviewed the attachments and I am in full support of the Committee's recommendations. If you have any additional questions or concerns regarding the requests, please contact Jennifer Biddle, Chief, Bureau of Administrative Services at (302) 857-5213.

Sandra Ross Johnson, Acting Secretary, DHR

Approved/Disapproved

Michael Jackson, Director, OMB

Approved/Disapproved

cc: Perry Phelps, Commissioner
Jennifer Biddle, Chief, Bureau of Administrative Services

DOC/COAD LMC
Career Ladder and Progression Requirements

After thorough deliberation, the DOC-COAD Labor Management Committee (LMC) proposes for approval by DOC Commissioner Perry Phelps the following Career Ladder promotional standards and Progression Requirements (attached):



COAD Representative



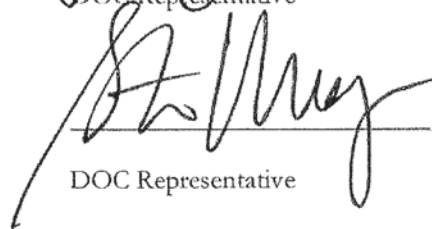
COAD Representative



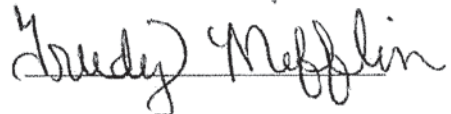
COAD Representative



DOC Representative



DOC Representative



DOC Representative

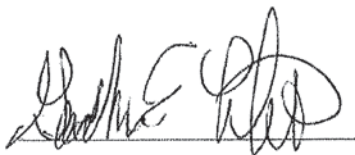
DATE: 10/10/17

DOC/COAD LMC
Physical Agility Standard Proposal

After thorough deliberation, the DOC-COAD Labor Management Committee (LMC) proposes for approval by DOC Commissioner Perry Phelps the following Correctional Officer Physical Fitness Test requirement:

Prior to acceptance as a Delaware correctional officer cadet, the applicant will be required to pass the Department of Correction (DOC) standard physical fitness test. Standards are detailed in 9.30 and 9.25. If the applicant fails to meet the physical fitness standards; he or she may retake the test upon reapplying for a future Correctional Employee Initial Training class.

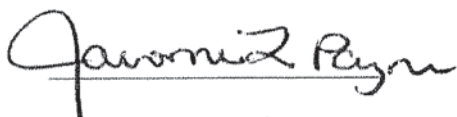
Furthermore, Delaware Correctional Officers seeking a career ladder promotion will be required to pass the DOC's standard physical fitness test to qualify for a career ladder promotion. If a Correctional Officer fails to pass the physical test standards, he or she will not be eligible for a career ladder promotion until he or she passes the physical fitness test.



COAD Representative



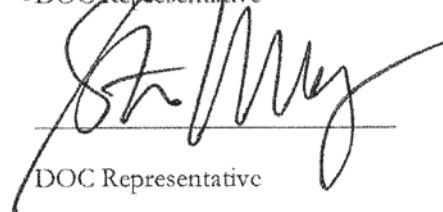
COAD Representative



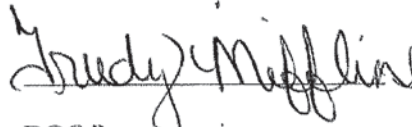
COAD Representative



DOC Representative



DOC Representative



DOC Representative

Date: 10/10/17

Progression Requirements for Correctional Officer Skilled Level

All incumbents must meet the following conditions for the Skilled level in the Correctional Officer classification:

- Performance Review "Meets Expectations" within the past 18 months
- 18 months of service with the Department of Correction
- Valid Weapons Certification
- Employees will provide documentation demonstrating completion of a minimum of 10 hours of approved on-line training courses during the most current three (3) year period. This is in addition to the mandatory refresher training.
- Completed Annual 40-hour refresher training

Progression Requirements for Correctional Corporal Skilled Level

All incumbents must meet the following conditions for the Skilled level in the Correctional Corporal Skilled level:

- Performance Review of "Meets Expectations" within the past 18 months
- 18 months as a Correctional Corporal with the Department of Correction
- Valid Weapons Certification
- Employees will provide documentation demonstrating completion of a minimum of 15 hours of approved leadership training during the most current three (3) year period. This is in addition to the mandatory refresher training.
- Completed Annual 40-hour refresher training

Progression Requirements for Correctional Sergeant Skilled Level

All incumbents must meet the following conditions for Skilled level in the Correctional Sergeant Skilled level:

- Performance Review "Meets Expectations" within the past 18 months
- 1 year as a Correctional Sergeant with the Department of Correction
- Valid Weapons Certification
- Employees will provide documentation demonstrating completion of an additional 15 hours of approved leadership training during the most current (3) year period. This is in addition to the mandatory refresher training.
- Completed Annual 40-hour refresher training
- Recommendation from DOC Oral Board

*** Employees requesting to submit training that is not listed below must submit a request for review to HR prior to enrolling in the course.

List of Approved Training

Correctional Officer

Online Courses

Communicating Across Cultures

Culture and Its Effect on Communication

Giving Feedback

Interpersonal Communication between Correctional Offenders I & II

The Basics of Listening

Preparing for a Difficult Conversation

Receiving Feedback and Criticism

Workplace Conflict

Business Grammar Common Usage Errors

The Mechanics of Writing

Know Your Readers and Yours Purpose

Building Trust

Creating a Positive Attitude

Improving Your Emotional Intelligence

DOC Work Stress

Correctional Corporal and Correctional Sergeant Courses:

DOC Leadership Training

0MB Growing into Leadership

0MB Dealing with Difficult People

0MB Basic Principles of Leadership

0MB Fundamentals for Leadership

NIC Being an Effective Team Member

NIC Leading Teams Dealing with Conflict

NIC Improving Your Emotional Intelligence

0MB Emotional Intelligence

Workplace Communication/Active Listening

0MB Put it in Writing

In addition, Sergeants may take the following courses:

Supervisory Symposium

NIC Leadership Course

NIC Team Dynamics

NIC Using Feedback to Improve Team Performance

NIC Integrating Generational Difference in Managing Today's Correctional Workforce

NIC Building Trust.

OMB Managing Team Conflict

Job Classification	0-10 weeks	10 weeks-2 yrs	2-5 yrs	5-10 yrs	10-15 yrs	15-20 yrs	20+ yrs
CO PG 7	35,380	40,000	40,488.80	41,479.66	43,180.64	45,681.09	49,120.99
CO Skilled level		1% 40,400 (73%)	1% 40,893.69 (75%)	1% 41,894.46 (76%)	1% 43,612.45 (80%)	1% 46,137.90 (84%)	1% 49,612.20 (91%)
Correctional Corporal and PG 8 Corporal/		42,278.51	42,278.51	43,323.07	45,116.22	47,752.16	51,378.45
Corporal Skilled level		1% 42,701.30 (73%)	1% 42,701.30 (73%)	1% 43,756.30 (74%)	1% 45,567.38 {78%}	1% 48,229.68 (82%)	1% 51,892.23 (89%)
Correctional Sergeant and PG 9/		44,713.97	44,713.97	45,831.59	47,750.16	50,570.48	54,450.42
Sergeant Skilled level		1% 45,161.11 (72%)	1% 45,161.11 (72%)	1% 46,289.91 (74%)	1% 48,227.66 (77%)	1% 51,076.18 (81%)	1% 54,994.92 (88%)
CO/PG 10 PPTM		47,321.47	47,321.47	48,517.31	50,570.18	53,156.79	55,898.59
CO/PG 10 Skilled level		1% 47,794.68 (71%)	1% 47,794.68 (71%)	1% 49,002.48 (73%)	1% 51,075.88 (76%)	1% 53,688.36 (80%)	1% 56,457.58 (84%)
CO/PG 11		50,108.22	50,108.22	51,387.67	53,584.05	56,351.50	59,284.99
Co/PG 11 Skilled level		1% 50,609.30 (70%)	1% 50,609.30 (70%)	1% 51,901.55 (72%)	1% 54,119.89 (75%)	1% 56,915.02 (79%)	1% 59,877.84 (83%)

Final Draft
Correctional Officer - Correctional Sergeant

Department of Correction
Promotional Standards

This career ladder encompasses three levels: Correctional Officer, Correctional Corporal and Correctional Sergeant. The positions are established at the Correctional Sergeant level and employees may be promoted through the career ladder in accordance with the promotional standards.

All incumbents must meet the following conditions before promotion to the next level:

1. Meet the job requirements of the next level in the career ladder.
2. Earn a rating of "Meets Expectations" on the Performance Review for the last reporting period. The incumbent meets standards set for all major responsibility areas without notable exception.
3. Receive a favorable recommendation for promotion from the immediate supervisor.
4. Receive a favorable recommendation for promotion from Warden.
5. Have a final review of documentation by the agency's Human Resources Office to ensure documentation is complete and sufficient.

Correctional Officer - Correctional Corporal

Employees at the Correctional Officer level will be considered for promotion to the Correctional Corporal level upon successfully demonstrating the following:

1. Perform as a Correctional Officer for a **minimum** of two years with the Department of Correction.
2. Complete 40-hour refresher Department training.
3. Pass the Correctional Corporal Exam.
4. Pass Physical Readiness Test.
5. Interview by the promotional review panel to demonstrate the following proficiencies:
 - Making periodic counts of inmates to assure their location and custody
 - Offender supervision
 - Searching inmates, employees, visitors, cell blocks and/or other structures to detect prohibited items or other contraband or defects in the security system

- Escorting inmates to and from activities, work assignments and other locations
- Operating central security control room and monitoring inmate, employee and visitor movement throughout the institution
- Locking/unlocking doors to control the passage of inmates, employees and visitors
- Transporting inmates to hospitals, court and/or other facilities
- Preparing and maintaining complex records, reports and logs using an automated information system, which requires a higher level of security clearance; regarding unit activities, problems and/or incidents which occurred during the assigned shift or at assigned locations.

Correctional Corporal- Correctional Sergeant

Employees at the Correctional Corporal level will be considered for promotion to the Correctional Sergeant level upon successfully demonstrating the following:

1. Perform as a Correctional Corporal for a **minimum** of two years with the Department of Correction.
2. Complete 40-hour refresher Department training.
3. Pass the Correctional Sergeant Exam.
4. Pass Physical Readiness Test.
5. Interview by the promotional review panel to demonstrate the following proficiencies:

Performing lead level work such as:

- Leading other Officers which includes planning, assigning, reviewing and evaluating their work
- Offender supervision and management
- Leading and participating in periodic counts of inmates to assure their location and custody
- Ensuring Officers receive relief for meals, breaks and report writing
- Identifying performance issues and notifying Staff Sergeant of these issues
- Implementing policies and procedures ensuring the redeployment of staff, the enforcement of rules, regulations and policies of the institution and Department
- Approving records, reports and logs regarding unit activities, problems and incidents on assigned shift.

AND/OR

Performing advanced level work such as:

- Conducting administrative investigations of Officers suspected of criminal

or improper activities on the job

- Participating in special assignments and task forces
- Handling evidence
- Performing more complex duties such as controlling security gates, processing new inmates (booking and receiving), reviewing commitment, release and transfer documents, or participating in inmate classification
- Implementing policies and procedures ensuring the redeployment of staff, the enforcement of rules, regulations and policies of the institution and Department
- Approving records, reports and logs regarding unit activities, problems and incidents on assigned shift.

10/2017

Current PT standard

The Physical Fitness test will comprise of an approximate 200 yard run, climb and descend a set of steps 3 times picking up job related equipment from one side of the steps and placing them on the ground on the other side of the steps, and dragging a dummy simulating the weight of a human approximately 20 yards

Physical Agility Test Percentiles

Based on the 80th percentile being 2:30, each time was converted back into seconds, multiplied by x, and converted back into minutes and seconds. The result is the charts below: Passing shall be the 60th percentile of each chart.

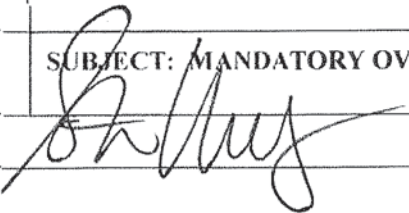
$$150 = 608x$$

$$150/680 = x$$

$$.2467105263157895 = x$$

Men					
Age (Years)	20-29	30-39	40-49	50-59	60-69
Percentile					
90	2:22	2:26	2:30	2:45	3:00
80	2:30	2:37	2:45	3:00	3:19
70	2:40	2:45	2:56	3:11	3:35
60	2:49	2:55	3:04	3:26	3:47
50	2:57	3:04	3:14	3:35	4:02
40	3:05	3:11	3:25	3:45	4:16
30	3:14	3:24	3:35	4:01	4:36
20	3:27	3:35	3:50	4:19	4:59
10	3:45	3:56	4:13	4:47	5:47

Women					
Age (Years)	20-29	30-39	40-49	50-59	60-69
Percentile					
90	2:43	2:53	3:04	3:26	3:50
80	2:57	3:11	3:22	3:45	4:08
70	3:10	3:23	3:35	4:03	4:28
60	3:19	3:35	3:46	4:16	4:39
50	3:31	3:45	4:00	4:28	4:58
40	3:43	3:56	4:14	4:44	5:10
30	3:56	4:08	4:33	5:00	5:34
20	4:14	4:31	4:52	5:25	5:54
10	4:36	4:59	5:24	5:54	6:33

<p align="center">POLICY FOR DEPARTMENT OF CORRECTION BUREAU OF PRISONS</p>	<p align="center">POLICY NUMBER 9.33</p>	<p align="center">PAGE NUMBER 1 of 3</p>
<p>CHAPTER: 9 PERSONNEL, TRAINING & EMPLOYEE-MANAGEMENT RELATIONS</p>	<p>RELATED ACA STANDARDS:</p>	
<p>APPROVED BY THE BUREAU CHIEF:</p>	<p>SUBJECT: MANDATORY OVERTIME</p>	
<p>EFFECTIVE DATE: January 01, 2018</p>		
<p>APPROVED FOR PUBLIC RELEASE</p>		

- I. **AUTHORITY:** *Del. C. §6517, 29 Del C. §8903; Department of Correction Policy 1.4; Department of Correction Policy 5.2; Department of Correction Policy 8.28; Department of Correction Policy 8.60; and the Prison Rape Elimination Act §115.13*
- II. **PURPOSE:** To establish uniformed guidelines for use of mandatory overtime within the Bureau of Prisons.
- III. **APPLICABILITY:** All Bureau of Prison employees, volunteers, persons or organizations conducting business with the BOP, and all offenders under BOP custody or supervision.

IV. DEFINITIONS:

Closed Post: A post to which no staff are assigned during a specific shift due to staffing needs elsewhere.

Collapsible Post: A post that is not staffed for a portion of a specific shift when the officer is reassigned to another post.

Daily Roster: A document that reflects daily assignments of uniformed staff to each post for each shift that has been approved for the facility, according to the master roster. The daily roster accounts for and shows the status of all uniformed staff, including all staff absent and the reason for their absence; delineates the assignment of relief staff; and reflects the temporary assignment of uniformed staff.

Essential Post: A post that is required for normal facility operations and activities, but may be temporarily interrupted without significant impact (e.g., visiting room).

Mandatory Overtime: Commonly referred to as a FREEZE, mandatory overtime occurs when an employee is required to stay beyond their regularly assigned shift for a period of two (2) hours or more.

Mandatory Post: A post/job that is critical to maintaining safety or security or to accomplishing mandated activities/operations of a facility. Designation of the priority the post carries in staffing the facility on a given shift.

<p style="text-align: center;">POLICY FOR DEPARTMENT OF CORRECTION BUREAU OF PRISONS</p>	<p style="text-align: center;">POLICY NUMBER 9.33</p>	<p style="text-align: center;">PAGE NUMBER 2 of 3</p>
<p>SUBJECT: MANDATORY OVERTIME</p>		

Operational Staffing Plan: A list of posts to be closed or collapsed for each shift in the event that other staffing needs or availability require such action.

- V. **POLICY:** It is BOP policy to protect the public by incarcerating offenders in safe, humane facilities; providing rehabilitation programs or services and staffing facilities to accomplish this purpose. BOP facilities shall deploy adequate numbers and types of staff to ensure the safety and security of staff and inmates, to conduct security operations, and to secure correctional services, programs and activities. Security staff shall be deployed in a uniform, fair and consistent manner to ensure the efficiency and effectiveness of facility operations.
- VI. **PROCEDURE:** The use of mandatory overtime is not the preferred method of staffing within the BOP unless it is required to maintain the minimum staffing levels or when facility operations requires the use thereof for safety and security reasoning. The BOP recognizes that mandatory overtime will be required at times to maintain the safe and effective operations of the facility and/or during emergency situations. As such, the following shall apply in the use of mandatory overtime:
- A. Facility Wardens/Section Administrators shall be responsible for establishing minimum staffing levels and an operational staffing plan to meet safety, security and operational needs. In development of minimum staffing levels, all posts within a facility shall be identified as one of the following categories:
- Mandatory post;
 - Closed post;
 - Collapsible post; or
 - Essential post.
- These categories will be used to assist in decision making processes to minimize the use of mandatory overtime when operational safety and security permits within the daily roster. Posts identified as mandatory, include medical and mental health services, shall not be closed to prevent mandatory overtime.
- B. Facilities will implement roster management processes and review overtime alternatives to reduce the use of mandatory overtime as applicable.
- C. The Warden/Section Administrator shall be responsible for determining schedules of closed posts, collapsible posts and essential posts (defined by this policy) as necessary to reduce the use of mandatory overtime.
- D. In establishing the list of staff for mandatory overtime (FREEZE LIST), Correctional officer series employees with less than 25 years of service, in a paygrade 16 and below, shall be eligible for mandatory overtime. Mandatory overtime shall be assigned within classifications as specified by collective bargaining agreements.

<p style="text-align: center;">POLICY FOR DEPARTMENT OF CORRECTION BUREAU OF PRISONS</p>	<p style="text-align: center;">POLICY NUMBER 9.33</p>	<p style="text-align: center;">PAGE NUMBER 3 of 3</p>
<p>SUBJECT: MANDATORY OVERTIME</p>		

E. To provide adequate notice, Shift Commanders should notify employees of a potential freeze no later than three (3) hours into the employees' current shift. The mandatory overtime list (FREEZE LIST) shall be established, and employees required to work, based upon the following:

- Seniority date; and
- Last time employee was required to work mandatory overtime.

COAD will be responsible for maintaining the mandatory overtime (FREEZE List) list for those positions covered by the established Collective Bargaining Agreement.

F. Under the following circumstances, employees shall not be required to work mandatory overtime, absent the inability to meet minimum staffing levels, as determined necessary by the Warden/Section Administrator and/or emergency operations:

- The employee has been required to work mandatory overtime on the previous two consecutive workdays;
- The employee has worked voluntary overtime for 3 or more days within the work week;
- The employee has been required to work 3 or more days of mandatory overtime within the work week; and/or
- The workday prior to an employee's two consecutive days off.

This policy may be bypassed by the Warden/designee of each respective facility for exigent circumstances and/or essential operational needs.

APPENDIX G

JAMES T. VAUGHN CORRECTIONAL CENTER (JTVCC), SMYRNA, DELAWARE INMATE ADVISORY COUNCIL MEMORANDUM

OCTOBER 1, 2017

1. GOAL

The JTVCC Inmate Advisory Council's (IAC) inaugural goals are to foster inter-community (inmate and staff) represented discussion and constructive problem solving.

2. INMATE ADVISORY COUNCIL PURPOSE

The IAC will meet at least once a month with representatives of JTVCC's Senior Administration to discuss areas of mutual interest, and to determine areas of general inmate concern.

The IAC is not a forum to address specific personal problems, complaints, or grievances.

3. INMATE ADVISORY COUNCIL MEMBER COMPOSITION

The IAC is composed of inmates from JTVCC minimum and medium security housing units.

Inaugural IAC members shall be selected and appointed by the JTVCC Treatment Services Administrator with the approval of the Warden. Subsequent IAC members may be considered for admission to the IAC through self-initiated application and/or the recommendation(s) of designated JTVCC Staff.

Inmates may not serve on the IAC who have been released from restricted housing within the last 12 months, and/or who are validated gang members.

Any IAC member who, after admission to the IAC, is validated as a gang member or assigned to restricted housing during their term of membership will be discharged from the IAC and IAC candidate selection will be initiated and coordinated through JTVCC Treatment Services.

Any IAC member found guilty of committing a major disciplinary infraction, including but not limited to refusal to participate in a classified rehabilitation program, or repeated occurrences of minor disciplinary infractions, outside of IAC business or during the conduct of IAC business, or acting under the guise of conducting IAC business shall be dismissed from the IAC.

4. INMATE ADVISORY COUNCIL MEMBER TERM LIMITS

IAC member terms shall be three years. IAC member shall serve no more than two consecutive terms, unless approved by the Warden or designee for extraordinary cause.

If qualifying criteria are satisfied, a former IAC member may reapply after a one-year absence from the council. The inaugural council membership will be staggered such that a third of the council will end their first term of membership at one, two, and three-year increments, respectively.

5. INMATE ADVISORY COUNCIL OPERATION

The role of the IAC shall be solely advisory in nature.

The IAC shall not have authority to exercise any control over staff, visitors, or the operational management of JTVCC. The IAC shall meet monthly, at a location determined by the Warden or designee, to determine the agenda for the joint meeting with the JTVCC Senior Administration.

With the approval of the JTVCC Warden or designee, the IAC shall convene and operate in accordance with by-laws composed with the advice and guidance of designated staff.

The IAC will be provided a designated area for pre-approved scheduled access to exclusively conduct only legitimate council business. Members of the IAC will be permitted to have a limited amount of office supplies, (for example, paper and pencils). Correctional Officers will follow standard procedures for monitoring and accounting for inmates.

The proposed agenda for the joint monthly meeting with JTVCC Senior Administration should be submitted to the Warden's Office at least one (1) week prior to the scheduled meeting. The joint meeting of the IAC with the JTVCC Senior Administration shall not normally exceed one (1) hour.

The minutes of IAC meetings shall be legibly handwritten, by a designated IAC member. The minutes will contain the date and time of the meeting, names of persons attending, subjects or topics discussed, and recommendations, if applicable.

Minutes of IAC joint meetings with the JTVCC Senior Administration will be transcribed by JTVCC Treatment Services.

Staff guidance of IAC activities, other than the monthly meeting with the JTVCC Senior Administration, may be delegated at the direction of the Warden or designee, to JTVCC staff at the level of a correctional lieutenant, senior correctional counselor, or higher.

Correctional officers supervising inmate housing units and other inmate activity areas shall work directly with the IAC, as approved by the Warden or designee, on issues and concerns resolvable at their level of authority.

The participation of an individual IAC member or the activity of the IAC may be preemptively suspended, if the Warden or designee(s) determine a potential or imminent threat to the security of JTVCC and the safety of staff, inmates, or visitors exists.

6. LIMITATIONS

Institutional security to ensure the safety of staff, inmates, and visitors, supersedes all activities of the IAC.

This JTVCC IAC Memorandum is subject to review and modification, at the discretion of the JTVCC Warden or higher authority.

James Simms
Correctional Treatment Administrator

Dana Metzger
Warden

POLICY OF STATE OF DELAWARE DEPARTMENT OF CORRECTION	POLICY NUMBER 9.24	TOTAL PAGES 5
	RELATED ACA STANDARDS: 2-CO-IC-13; 4-4057, 4-4058; 4-APPFS-3E-08, 4-APPFS-3E-0	
CHAPTER: 9 HUMAN RESOURCES AND EMPLOYEE MANAGEMENT RELATIONS	SUBJECT: SELECTION PROCESS FOR INTERNAL PROMOTIONS AND TRANSFERS	
APPROVED BY THE COMMISSIONER AND EFFECTIVE THIS DATE:		
APPROVED FOR PUBLIC RELEASE		

- I. AUTHORITY: 11 *Del. C.* §6517; 29 *Del. C.* §5918, §5919, §5920, §8903 and §8914; State of Delaware Merit Rule 2.0.
- II. PURPOSE: To ensure consistency in the selection process for all internal promotions and transfers for job classes up to and including pay grade 16.
- III. APPLICABILITY: All Department of Correction (DOC) employees competing for a promotion, transfer or to a position posted within DOC only, up to and including pay grade 16 positions. If this is in conflict with Collective Bargaining Agreements (CBA), the CBA will prevail. The revised procedure is to be used for internal transfers and promotions only, and will not be used for positions that are posted and selected "open competitive". The policy applies to first and second round interviews.
- IV. DEFINITIONS:

Procedural justice: The theory that the rules and expectations that govern an organization allow for all individuals to be treated fairly and by the same set of guidelines. Procedural justice is based on appropriate and equal interaction, creating a consistent culture. Procedural justice (sometimes referred to as procedural fairness) describes the idea that how individuals regard the justice system is tied more to the perceived fairness of the process and how they were treated rather than to the perceived fairness of the outcome. Key points to procedural justice are as follows:

 - o *Voice* (the perception that your side of the story has been heard);
 - o *Respect* (perception that system players treat you with dignity and respect);
 - o *Neutrality* (perception that the decision-making process is unbiased and trustworthy);
 - o *Understanding* (comprehension of the process and how decisions are made); and,
 - o *Helpfulness* (perception that system players are interested in your personal situation to the extent that the law allows).
- V. POLICY: To establish and maintain procedural justice in the selection process for promotions and lateral transfers, the DOC has an obligation to ensure equal opportunity through the integrity of its promotion and transfer process with selection based on a consistent and fair system that takes into account the knowledge, skills, work record, education and training of applicants.

Upon receipt of a Referral List of candidates for a position that is pay grade 16 or below, and posted for applicants within DOC only, the facility will constitute a selection team to rate candidates based on the attached Standardized Selection Process.

SELECTION PROCESS

The selection process will consist of criteria represented in point values. Each criterion is defined below:

- | | |
|--|-----------|
| A. Interview process | 30 points |
| B. Seniority | 20 points |
| C. Education and Training | 20 points |
| D. Overall Performance | 30 points |
| (including Commendations, Discipline and Attendance) | |

CRITERIA

A. Interview Process.....30 points

- 1. Objective:** An opportunity for the applicant seeking a desired position to express his/her knowledge of the position in a face to face format.

No esoteric site-specific questions.

Questions/format shall be technical and/or knowledge-based and include inquiry into the applicant's interest, motivation, judgment and decision-making ability.

Interview questions are developed by Subject Matter Experts for all job classifications covered under this policy. Questions are stored in a database and managed by Human Resources. Prior to the interview Human Resources will provide questions to the Interview Chair. The panel will apply the appropriate points dictated by the applicant's responses. Questions will be reviewed on an annual basis.

Interview Chair responsibilities include, but are not limited to managing the interview process and collecting all interview score sheets. The Interview Chair is also responsible for contacting a Union representative for positions covered under a Collective Bargaining Agreement where union representatives may observe the process.

Interview Panels are comprised of at least three but no more than four representatives. One panel member will be from the assigned facility and the additional members maybe from other facilities, agencies or sections to promote procedural justice in the process.

- 2. Scoring:** The interview will be scored on the content of the interview

responses, dress and appearance, and oral presentation. Points will be awarded as follows:

- Interview and Responses 27.0 points
(correct answers, able to grasp concepts)
- Dress and Appearance 1.5 points
(professional, well groomed, serviceable uniform)
- Communication Skills 1.5 points
(clarity, responsiveness, articulation, poise, self-confidence, eye contact)

B. Seniority.....20 points

1. **Objective:** Union contracts will determine the type of seniority that applies. Otherwise, Department seniority (not State of Delaware seniority) will be used.
2. **Scoring:** Each applicant will receive one (1) point for each completed year, to a maximum of 20 points.

C. Education and Training.....20 points

1. Education-IO points

- a. **Objective:** Formal education adds to one's abilities by providing knowledge beyond that learned through typical job experience. Formal education will be scored based on the level and type of higher learning achieved.
- b. **Determining Education:** Candidates must bring acceptable documentation to the interview to receive points for formal education and/or certificates. Degrees outside of the United States must be submitted to Human Resources prior to completing an application to determine degree equivalency.
- c. **Scoring:** The following point values are awarded to applicants who have obtained formal education in order of the level achieved. Degrees in management would be considered related if the position is a supervisory or managerial position.

- Master's Degree (in a related field) 10 points
- Master's Degree (in an unrelated field) 8 points
- Bachelor's Degree (in a related field) 6 points
- Bachelor's Degree (in an unrelated field) 5 points
- Associate's Degree (in a related field) 4 points
- Journeyman paper (job related) 3 points
- DelTech CO Certificate 3 points
- Associate's Degree (in an unrelated field) 2 points
- Apprenticeship papers 1 point
- 30 college credits 1 point

2. Training- IO points

Objective: Training which is approved through the DOC, excluding initial or refresher training, will be taken into consideration. Training obtained prior to DOC employment or not approved through the Department may be considered on a course by course basis.

- a. **Determining Training:** Candidates must bring acceptable documentation to the interview that supports job-related training. Training must be at least four hours in length. Every four hours of training will equal one point.
- b. **Scoring:** All applicants will receive one point for each relevant training course or class completed within five years of application date. Total points are not to exceed the maximum value of 10 points. Applicants must bring a copy of his/her Delaware Learning Center transcript to the interview.

D. Overall Performance.....30 points

1. Commendations - 5 points

- a. **Objective:** Any formal documentation of recognition from the Commissioner or Bureau Chief will be viewed as a commendation. This does not include attendance-related documentation, such as "Perfect Attendance." Commendations do include "Employee of the Year" awards.
- b. **Scoring:** Commendations are scored at one (1) point per commendation for a maximum of five (5) points for commendations received within the lifetime of the application date. An "Employee of the Year" award is worth five (5) points. Candidates must bring documentation to the interview to receive appropriate points.

2. Discipline - 0 points

- a. **Objective:** Any documentation resulting from a disciplinary investigation (may be on the Form 210) and placed into the applicant's Personnel File in the Human Resources Office will be taken into consideration. The lowest form of discipline is a Written Warning and progresses to a Demotion. Points will be deducted for disciplinary action over a rolling two (2) year period from application date. Applicants will be rated for job requirements. Applicants who are automatically excluded based on one of the disqualifiers below will not appear on the referral list.

Human Resources will review the candidate's Master file and deduct points (if appropriate) at the conclusion of the interview.

- b. **Scoring:** The following chart explains the scoring for discipline (maximum deduction is 5 points):

-Written Warning	1 point deducted
-Written Reprimand	5 points deducted
-Suspension (paper or without pay)	automatically disqualified
-Demotion (for cause)	automatically disqualified

3. Attendance - 15 points

- a. **Objective:** Employees whose work records indicate whether or not he/she reports to work as scheduled will impact the outcome of the selection. Points will be added for each month of perfect attendance.
- b. **Scoring:** All applicants will receive one point for each full month of perfect attendance starting the period including 15 months beginning the first full calendar month before the interview. (For example, if the interview is on December 15, 2016, the count begins with November 2016 as month one. September, 2015 would be 15th month.) Employees on approved FMLA or Workers' Compensation will not have points deducted.

For purposes of these standards, a sick leave occurrence is when an employee is absent for a minimum of a full work day, either 7.5 or 8.0 hours. Partial days are not to be considered. (For example, an employee using 3.0 hours for a medical appointment would not count as an occurrence.)

An employee absent without leave (AWOL) is automatically disqualified.

Human Resources will review the candidates leave record and apply appropriate points at the conclusion of the interview process.

4. Performance - 10 points

Objective: The applicant's most recent Performance Review, maintained in the Human Resources Office, will be taken into consideration for employment. Performance Review ratings will be considered for a rolling two-year period. Individuals with no Performance Review on file or with a Review that is older than two (2) years will be considered as Meets Expectations. Candidates will bring a copy of their most recent performance review to the interview to receive the appropriate points.

Scoring: The Performance Review criteria will be scored as follows:

-Distinguished	10 points
-Exceeds Expectations	7 points
-Meets Expectations	5 points
-Needs Improvement or Unsatisfactory	0 points

VI. Scoring and Selection

- A. **After the interview:** Individual panel members will determine their score for the applicant's response to interview questions, as well as the scores for professional appearance and communication skills. The individual interview panel scores will be totaled and then divided by the number of panelists to produce a single review score. Following the interview, score sheets will be forwarded to Human Resources. Human Resources will total the final calculations to include seniority, education/training, commendations, attendance and performance. Human Resources will communicate the selected candidate(s) to the hiring manager.
- B. **Selection:** All category scores will be totaled and the candidate receiving the highest combined score will be ranked first and must receive the conditional offer of employment for the position. Additional vacancies will be awarded in rank order. The selection process must be carried out in accordance with DOC Policy 8.54 (Nepotism Policy) and the disclaimer form signed.