



Developing/Revising Detention Facility Policies and Procedures

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I. Introduction

In the late 1970s, a document entitled *Policies/Procedures: A Resource Manual* (Dupree and Milosovich 1979) was developed for the National Institute of Corrections Jails Division. That document and the *Policy and Procedure Workbook* (Nichols and Miller 1981) have been recognized in many quarters as the definitive works in the area of policies and procedures development. Professional associations, several state standards programs, and others have developed model manuals that build upon the guidelines set out in these resource manuals. NIC technical assistance provided to jurisdictions involved in transition into new facilities includes training in policy and procedure development based largely on these works.

There has not been an update to these materials in the last 15 years. In that time, detention practice has evolved significantly as many new detention facilities now operate under the principles of direct supervision, objective jail classification, and other advances in correctional practice that have become more widely accepted. Advances in technology and software have also made developing and maintaining policy and procedures manuals more manageable.

This document has been prepared as a basic, updated guide to assist local detention administrators in the development and/or revision of their policy and procedures manuals. It is essentially a recompilation of the original resource manuals with some current concepts incorporated.

Distinction Between Policy and Procedure

In many organizations, the terms “policy” and “procedure” are used interchangeably to describe a management directive relating to the performance of a particular organizational activity. The terms do, however, have distinctly different meanings, which are relevant to their development.

Policy - A definitive statement of an organization’s position on an issue of concern to the effective operation of the organization.

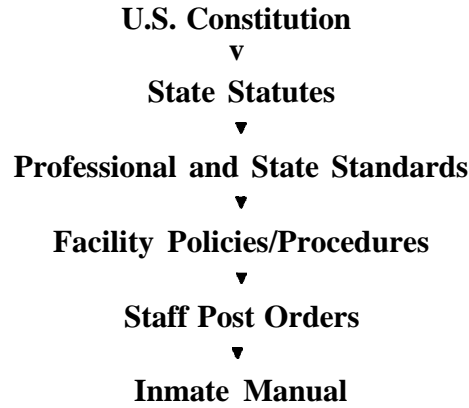
Procedure - A detailed step-by-step description of the sequence of activities necessary for the achievement of the policy

In general terms, a **policy** reflects the organization’s philosophy regarding a particular issue. It defines what the organization intends to do, on a consistent basis, with respect to that issue, and why the organization intends to take that defined action. A **procedure**, on the other hand, describes in sequential manner how - and who, when, and where - the organization intends to implement the policy.

The Policy and Procedures Manual as a comprehensive document is an organized compilation of many policies and procedures developed to address all aspects of the detention facility and its operations.

Transfer of Authority

Policies and procedures exist within a framework of our law. They transfer legal requirements set out by higher levels of authority to the actual operation of the detention facility.



The Bill of Rights set out in the U.S. Constitution guarantees certain rights to all persons. Caselaw affecting detention facilities evolves as courts rule on various issues involving inmate rights and conditions of confinement. State legislatures and Congress also pass laws affecting detention facility operations. Chapter 43, Title 1983 of the U.S. Code, is an example. This federal law provides a mechanism for public officials to be sued for violation of civil rights.

Most state standards programs derive their authority to develop and implement standards from state statute. Accordingly, many state standards carry the force of law within a state's Administrative Code. Whether established in statutory law or not, standards embody many legal requirements by merging relevant caselaw with sound correctional practice to form a set of guidelines or performance requirements for detention facilities. They are often used by courts as benchmarks when evaluating whether conditions or operations meet constitutional muster and in determining appropriate relief

Ideally, policies and procedures transfer legal and professional requirements set out at these higher levels to the actual operation of the detention facility. Policies and procedures define the work and performance requirements of staff at specific posts (as reflected in post orders) and expectations for inmate behavior (in inmate manuals).

Relationship to Organizational Mission and Philosophy

Policies and procedures should be derived from the defined mission of the facility and the agency's overall philosophy. Without a mission statement the policy and procedure manual will, in all probability, contain policies that lack direction and are contradictory, resulting in confusion in their implementation and unevenness in enforcement. Therefore, before the first draft or revision is begun, the organization's management should make sure that the *mission* of the facility and its *operating philosophy* are clearly defined and understood.

The following key issues should be considered in articulating the agency's mission.

Purpose- the purpose of the detention facility, including the legal mandate under which it operates (statutory authority); the types of inmates who will be incarcerated in the facility (male, female, pre-trial, sentenced, misdemeanor, felony, etc.); and, in general terms, the rationale for their incarceration (assure court appearance, public safety, punishment, rehabilitation).

Responsibilities - the detention facility's responsibilities to its inmate population and other major constituencies. In the broadest sense, those responsibilities are SECURITY (making sure that incarcerated individuals remain so until they are legally released); SAFETY (making sure that both staff and inmates are not subjected to physical, emotional, or psychological abuse or danger); and SERVICE (providing for the basic human needs of the inmate population and providing opportunities for those inmates who choose to participate to rehabilitate themselves and, upon release, become constructive members of the community).

Philosophical Orientation - the values held by the detention facility administration with regard to what should be done to and for those incarcerated and for what reason. The philosophical orientation is often expressed in the emphasis placed on the various types and extent of programs and activities offered in the detention facility as well as the style of inmate management (e.g., incentives for positive behavior). In essence, the philosophical orientation reflects the major organizational goals to be accomplished and their rationale.

Some organizations striving for greater accountability and better results have begun looking at ways to organize their work around outcomes. Charles Logan (Bureau of Justice Statistics, U.S. Department of Justice, 1993) defined the mission of corrections in terms of the following basic outcomes:

“To keep prisoners-to keep them in, keep them safe, keep them in line, keep them healthy, and keep them busy-and do it with fairness, without undue suffering, and efficiently as possible. ”

This description identifies eight specific outcomes for correctional facilities. By focusing policies and procedures *on* achieving specific outcomes, policies and procedures can be a valuable management tool for linking desired goals to results.

“Keep them in...” - A-secure facility is one that prevents escapes and the introduction of contraband into the facility.

Related P&P topics

- | | |
|------------------------|---------------------------|
| - staffing | - cell checks/supervision |
| - head counts | - electronic surveillance |
| - secure perimeter | - security inspections |
| - key control | - facility searches |
| - personal searches | - tool control |
| - contraband control | - secure weapons storage |
| - facility maintenance | - inspection of mail |

- search of visitors
- facility security features
- classification

“*Keep them safe...*” - Inmates and staff need to be kept safe from assaults and from environmental hazards.

Related P&P topics:

- staffing
- electronic surveillance
- fire code compliance
- emergency procedures
- classification
- facility safety features
- use of force
- cell checks/supervision
- safe storage of toxics
- safety inspections
- emergency power
- segregation
- use of restraints
- risk assessments

“*Keep them in line...*” - Secure facilities operate on rules designed to preserve order and minimize inmate misconduct.

Related P&P topics:

- inmate rules
- orientation at admission
- disciplinary procedures
- disciplinary sanctions

“*Keep them healthy...*” - Secure facilities have an obligation to try to maintain inmates’ physical and mental health, prevent suicide, and provide a healthful environment.

Related P&P topics:

- medical records
- health appraisals
- emergency care
- first-aid/CPR training
- facility sanitation
- vermin and pest control
- fitness to confine
- bedding and linens
- environmental conditions
- health screening
- sick call
- medications
- contagious disease control
- food service sanitation
- inmate personal hygiene
- laundry
- exercise
- diet

“*Keep them busy...*” - Secure facilities engage inmates in activities to combat idleness and prevent misconduct.

Related P&P topics:

- mail
- visiting
- reading materials
- work programs
- counseling/self-help programs
- telephone
- exercise
- religious services/counseling
- education programs

“Do it with fairness...” - Secure facilities should treat inmates with fairness and justice. Equitable treatment and adherence to due process in managing inmate behavior are required by law.

Related P&P topics:

- disciplinary due process
- access to courts
- non-discrimination
- grievance procedures
- access to legal resources
- equal access

“Without undue suffering...” - Inmates in secure facilities have a right to adequate living conditions and quality of life.

Related P&P topics:

- space requirements
- noise
- artificial lighting
- diet
- personal hygiene
- health care
- exercise
- air circulation and quality
- temperature
- access to natural light
- facility sanitation
- clothing, bedding, and linens
- communication (mail, visiting, and telephone)
- access to reading materials

“As efficiently as possible...” - Secure facilities should be managed effectively to meet the other outcome objectives.

Related P&P topics:

- policies and procedures updating and distribution
- staffing
- staff training
- fiscal management
- staff qualifications
- personnel rules
- records systems

Rationale for Having Policies and Procedures

The policy and procedures manual is an effective management tool that can benefit the agency in several ways. The manual:

1. Provides direction to staff by communicating the organization’s philosophy and workplan.
2. Promotes consistency, efficiency, and professionalism by standardizing how staff carry out their duties.
3. Serves as a formal mechanism for the introduction of new ideas and concepts.
4. Serves as a formal mechanism for the transfer of authority and responsibility to line staff.
5. Provides a basis for establishment of comprehensive staff training.
6. Provides documentation for the facility’s defense in court actions.
7. Provides documentation for employee disciplinary actions.
8. Provides a mechanism for achieving compliance with standards.

II. Policy and Procedure Development/Revision Process

Determine the Scope and Parameters of the Development/Revision Effort

Once the decision is made to develop or revise the agency's policies and procedures, leadership within the agency should initiate the process by first establishing specific goals to be accomplished in the development or revision of the manual. In developing the project goals, the following issues should be considered.

1. What is the general scope of the manual going to be?
2. Does the project involve developing a totally new manual or only upgrading, revising, or adding to the current one?
3. What is the timeframe for completing the project?
4. What staff or other resources (reference materials, outside consultants, equipment, software, etc.) will be needed?

Once these decisions are made, they should be communicated to the entire staff. Staffs input and support in structuring the process should be solicited.

Development of a policy and procedures manual requires a time commitment of staff, access to technical expertise and resources, and appropriate equipment. Once considered a luxury, a personal computer with word processing capabilities is an absolute must for developing policies and procedures and keeping them current. The agency leadership is responsible for ensuring that staff involved in the project are afforded sufficient relief from their normal job duties and that needed technical resources are made available.

Establish a Project Team

An effective method of involving staff in the process is to establish a policy and procedure task force. The task force should include staff working in, or having expertise with, all aspects of the jail's operation, including such functional areas as Administration, Support Services, Programs, and Security. If the project is particularly large in scope, a task force may be developed for each functional area. If multiple task forces are used, the task force chairpersons typically serve on a steering committee that oversees the overall project. The task force members should be selected on the basis of their knowledge, expertise, writing ability, interest, and time availability.

The task force, under the leadership of a coordinator, has responsibility for:

1. Clarifying and defining the specific scope of the manual.
2. Collecting and analyzing available resource documents.
3. Dividing tasks and maintaining schedules.
4. Developing the initial, subsequent, and final drafts.
5. Validating and testing the drafts.
6. Determining the final format of the manual.

The task force coordinator must facilitate communication between the task force members; set and enforce meeting and work schedules; provide task force members with technical assistance and access to needed resources; and ensure that the final draft of the manual is complete, clear, validated, and ready for final approval.

Develop a Preliminary Outline of the Manual

The next step is to decide what topic areas are to be covered. Then, within each topic area, identify the main subject areas for which policies and procedures will be developed. The topic areas generally emerge later as chapters within the new manual. Use this opportunity to consider topics that adequately reflect facility philosophy as well as topics that incorporate advances in practice and those that can clearly be linked to desired outcomes. The development of a policy and procedures manual provides an excellent opportunity to operationalize new concepts of risk assessment and objective classification, new principles of inmate management and supervision, and creative use of technology in areas of custody and inmate programming.

The subject matter list can be developed using a number of sources:

1. Current facility functions and activities;
2. Administrative and operational problems;
3. Court orders, consent decrees, and standards;
4. Local criminal justice system issues;
5. Existing manuals, manuals from other facilities, and published model manuals.

A general listing (which is certainly not exhaustive) of detention facility services, functions, and programs is included as Appendix A.

Assign Priorities for Development or Revision of Policies and Procedures

After the topic and subject list is developed, decide the order in which the policies and procedures will be developed. Some may be developed because they are foundational to others. Still others may be ranked high because of specific needs of the detention facility for them to be implemented as soon as possible.

Assign specific chapters or subject areas to the task force members having the applicable expertise and knowledge of the area according to the order in which they are to be developed.

Getting Started

There should be a structured work plan for task force members to follow in the development process. Each member should be provided with a set of working guidelines. The guidelines should include, at a minimum, the following:

1. Topic or subject list organized into a preliminary outline of the manual,
2. Table showing the organization of the task force and the chain of responsibility,
3. Directions for developing policies and procedures,

4. Document format to be used,
5. Process for testing and validating procedures.

Training for staff should be provided, as necessary, so they know the expected style and construction of policies and procedures.

Next, assign topics/subjects and issue work assignments. Establish a timetable for completion of work. Make sure each task force member has access to materials and resources needed to assist in their work. Each task force member should have a copy of the topic areas he or she will be working on from the outline. Each should also have access to such materials as a current copy of American Correctional Association (ACA) standards; state standards; a listing of court cases pertaining to the topic area; model manuals and guides, such as those published by ACA; the agency's current policies and procedures; and applicable policies and procedures from manuals of other facilities.

Model manuals and manuals from other facilities are often available on computer disk. Appropriately used, the versions on disk can save considerable time and work in organizing and formatting the manual being developed. Optical scanning software and equipment for use with personal computers are also available at a relatively low cost. This technology allows text of existing manuals to be scanned onto computer files, which can then be edited and modified as necessary. **Do not fall into the trap, however, of simply adopting the policies and procedures from other facilities.**

III. Developing Policies and Procedures

Essential Characteristics of Policies and Procedures

Policies and procedures, if they are to be an effective management tool, should reflect the following.

Organizational philosophy and desired outcomes - This provides staff with clear, overall picture of the purpose of the facility and their respective roles in the fulfillment of that purpose.

Constitutional and professional requirements - These include applicable court decisions and orders, requirements set out in state statutes and administrative rules and regulations, and **national** and state corrections standards. Standards in particular are an excellent source in determining appropriate performance requirements in various subject areas. Standards are typically written as objective, measurable statements that are directive in nature. As such, they are often easily adapted into policy statements.

Operational realities of the organization - Each jail has unique characteristics, capabilities, and limitations. Physical plant and design, staffing patterns, the technology available, and the types of inmates all affect the content of a facility's policies and procedures. This issue is often overlooked by facilities that attempt to use model manuals or manuals from other facilities "off the shelf," only to find later that the newly adopted policy and procedures cannot be applied in many situations.

Policy and Procedure Construction

Policies and procedures should be written in a style that is readable, easily understood, and consistent. The most effective policies and procedures are direct, relatively simple, and precise. Some minimal criteria for the construction of policies and procedures are given below.

Construction of Policy Statements

The policy statement should indicate what action is to be taken with regard to a policy subject area. For policy statements to be complete, they must:

1. Be written in complete sentences. The sentences should be direct and simple. Several short sentences are preferable to long, complex sentences.
2. Reflect action and be written in simple present tense or future tense.
3. State the rationale for the policy. This is a statement of why the directed action is to be taken.
4. Be general, but directive. Clearly indicate the action to be taken. but leave the details as to how, when, and who for the procedures.
5. Be clear and unmistakable in meaning. This can be tested by having several persons read the statement and offer their perceptions as to what the statement means.

Examples of policy statements written according to these criteria follow.

Example 1. Intake staff will accurately record and properly store all property that is brought into the facility by the inmate to prevent loss of any inmate property and avoid false claims.

Example 2. Inmates who will not be immediately released will receive an orientation that includes facility rules and regulations, inmate programs and services, and the daily jail routine to reduce inmate fear and anxiety and make the new inmate aware of behavioral expectations.

Construction of Procedures

Procedures should describe specific actions concisely and clearly and be written in the present or future tense. Criteria for procedure statements follow.

1. A procedure cannot exist without a policy.
2. Procedural steps should be ordered in sequence.
3. The responsible individuals and/or functional units must be identified in each procedural step.
4. The times and locations for the completion of activities must be included in procedural steps when applicable.
5. Any form that must be completed must be identified by name and number in the appropriate procedural steps.
6. The modes of communication must be included in the appropriate steps.

7. Provisions should be included for handling major problems that could be encountered in the completion of the procedure.
8. Situations in which personnel are allowed to exercise discretion should be identified.

Procedures typically involve a series of actions to be performed by certain responsible persons and under certain circumstances. Courses of action are affected by staff availability, physical plant capabilities, equipment, inmate behavior/needs, and other factors. If necessary, develop scenarios based on these operational realities to describe and organize the sequence of activities that must be included in the procedure. Consider various scenarios to determine the most appropriate course of action.

Following is an example of procedure statements written according to these criteria

Housing Unit Check-In Procedure

1. When an inmate arrives at the housing unit, the housing officer will greet the inmate, frisk search the inmate, and carefully search all of his/her property in his/her possession.
2. The housing officer will review the rules and regulations with the inmate and carefully explain the daily routine of the housing unit,
3. The housing officer will take the new inmate to his/her assigned cell and thoroughly inspect the cell with the inmate for any damage and note any damage on the Housing Orientation/Check-In form (Form 123). If any damage is noted, the housing officer will complete a Maintenance Report (Form 321).
4. The housing officer will orient the inmate to the housing unit by
 - a. Showing the inmate where meals are served, explaining meal procedure, and after-meal cleanup;
 - b. Showing the inmate where the showers are, how they work, when they can be used, and how to clean them after use; and
 - c. Returning to the cell and explaining that bunks have to be kept made and that the cell must be kept neat and clean.
5. When the orientation/check-in process is completed, the housing officer will respond to any questions from the inmate, have the inmate sign the Housing Orientation/Check-In form (Form 123), and sign and date the form before placing it in the inmate's housing file.

Note the logical sequence of activities from start to finish and the basic "who does what..." format.

Additional examples of policies and procedures from the actual manuals of detention facilities are included in Appendix B.

Helpful Hints for Writing Policies and Procedures

In developing policies and procedures, write a rough draft first. Do not stop to check grammar, punctuation, or spelling. Force yourself to write large sections at a time. Make the first draft as full as possible. You can always cut later.

Write clearly. Here are some helpful hints (Nichols and Miller 1981):

1. Know what you want to say. Make an outline if it will help.
2. Start where your readers are. How much do they know about the subject? Don't write to a level higher than your reader's knowledge of the subject.
3. Avoid jargon. Don't use words, phrases, or expressions known only to people with specific knowledge or interest (e.g., "bullpen," "mantrap").
4. Use simple words (e.g., "talk" vs. "converse").
5. Stick to the point.
6. Be as brief as possible. Condensing your writing almost always makes it easier to understand.
 - a. present your points in logical order,
 - b. don't tell people what they already know,
 - c. cut out extraneous information and unnecessary anecdotes,
 - d. avoid windy phrases,
 - e. look for passive verbs you can make active,
 - f. stop when you have no more to say.

Review and Test for Content Validity and Verbal Accuracy

The initial draft of policies and procedures should be reviewed and tested for both content validity and verbal accuracy. For each policy and procedure written, the following questions should be considered.

For content validity of policies:

1. Is the policy in conformance with the overall agency philosophy?
2. Is the policy in conformance with the general policy guiding a special operational unit?
3. Is the policy in conformance with relevant laws, codes, and standards?
4. Is the policy consistent with other policies, or are there contradictions?
5. Is the policy repetitious, superfluous, too trivial?

With regard to procedures, in addition to raising the above questions, further checks should be made by acting out the various steps involved and raising questions like the following:

1. Is all the information needed to carry out the procedure given?
2. Are the steps given in logical sequence?
3. Could the procedure be simplified or made more efficient?

For verbal accuracy:

1. Is the policy/procedure written in complete sentence form?
2. Are sentences too long or complex and, if so, could they be divided into several short, direct statements?
3. Is the meaning unmistakably clear?
4. Could the statement be further simplified or clarified by the elimination of unnecessary words or details?

A Writing Style Checklist is included in Appendix C.

Newer word processing applications have tools for checking spelling, grammar, and syntax. Writers should use these tools as well as personally read the material and enlist the assistance of outside readers with skills in these areas.

Organize Newly Written Policies and Procedures into a Logical and Useful Sequence

The task force member responsible for a specific topic area (corresponding to a chapter identified in the outline or a major subdivision of the chapter) is generally also responsible for arranging the policies and procedures that he or she has prepared into the order in which they will be published. As related policies and procedures get grouped together, they should be reviewed as a whole to check for gaps, inconsistencies, contradictions, duplications, etc. If written by more than one person, it is also important to review for consistency and uniformity in both format and style

IV. Preparing the Policy and Procedures Manual

Determine the Policy and Procedures Format

There are many variations in the format used to present policies and procedures. Regardless of the format used, it is essential that certain elements and features be included to adequately inform the reader about each policy and its attendant procedures and to achieve a level of consistency in presentation. The following elements should be included in the format:

1. Agency name.
2. Policy and procedure number that identifies and separates each policy and procedure.
3. A date to indicate when the policy was issued.
4. Approving authority. This is typically the signature of the appropriate authority indicating final approval of the policy and procedures.
5. Revision dates, if any. This indicates whether the policy and procedure supersede an earlier version.
6. Distribution list indicating who has been issued copies of the policy and procedure or to whom it is directed.
7. Chapter title, which covers a particular topic area.
8. Subject title, which describes the subject of a specific subsection of the chapter:

9. Source, which references the law, legal opinion or ruling, or standard that serves as the foundation of the policy.
10. Policy statement.
11. General information that provides some background or context for the policy.
12. Definition of key terms and phrases.
13. Procedures listed in logical sequence.

Refer to Appendix D for an example of a frequently used format.

Determine the Organization of the Policy and Procedures Manual

The task force coordinator, with the assistance of task force members, is responsible for consolidating the newly developed policies and procedures into a document that presents them in a logical and useful format. Since the manual will be used by staff as a source of quick and frequent reference and sections will be revised periodically, the manual should be bound in a three-ring binder. The manual chapters should be separated by tabbed dividers. Each manual should be numbered in order to keep track of distribution.

The manual may include the following components:

1. Title page,
2. Table of contents,
3. Mission statement,
4. Organization chart,
5. Key word index,
6. Log for new policy and procedure statements,
7. Policy and procedures grouped into functional areas,
8. Appendices (materials of general administrative interest - e.g. forms, floor plans, inmate handbook, etc.).

V. Policy and Procedure Implementation

Three primary steps are needed to implement the policies and procedures.

Final Review and Approval

Complete a final review of the content once the manual has been assembled. Several copies should be made for review by subject matter experts (possibly consultants), internal and external stakeholders, and upper management. A review by the jurisdiction's legal authority to ensure the policies and procedures are in conformity with the law is also advisable.

Task force members should then revise, test, and re-validate the policies and procedures, as necessary, based on reviewers' feedback. Final editing is the last step before submission of the manual for final approval.

When the final copy is complete and all revisions have been made, the manual is submitted to appropriate authorities for final approval.

Distribution of the Manual

When all sign-offs are completed, the manual can be copied and distributed. In a small agency, each staff may receive a copy. If that is not practical, the following distribution should be considered.

1. Each functional unit,
2. Other agencies having a direct working relationship with the facility,
3. Several copies centrally located for check out.

A log showing the distribution of the manuals should be centrally maintained.

Where the technology is available, policies and procedures can be maintained on computer files available to all staff at display terminals located at various posts in the facility.

Staff Training

Staff should be trained in the new policies and procedures. A comprehensive training program should be developed to ensure that all staff are familiar with the policies and procedures. Such training should include initial as well as ongoing training. Staff should receive general training as well as specific training in their respective areas of assignment. Training should include classroom as well as hands-on. Staff knowledge of the policies and procedures should be verified through testing.

VI. Monitoring Staff Compliance with Policies and Procedures

A system of monitoring staffs compliance with the policies and procedures should be developed. This could include the following management actions:

1. Periodic check of documentation,
2. Periodic interviews with staff,
3. Observation/internal inspections,
4. External inspections.

If necessary, corrective measures should be taken to maintain compliance:

1. Retrain staff,
2. Discipline staff,
3. Change policy and procedures.

VII. Maintaining the Policy and Procedures Manual

The policy and procedures manual should be treated as a living document that is responsive to changes in the organization or other conditions affecting the agency's operations.

1. Establish a procedure for periodic review of the entire manual (preferably at least annually).
2. Establish a procedure for revising on an "as-needed" basis.
3. Establish a system to solicit staff input into recommended revisions.
4. Establish procedures for revising the manual.
 - a. issuance of new policies and procedures,
 - b. notification of all staff of revisions,
 - c. additional training as necessary.

Maintain copies of the facility's policy and procedures manual on computer files. This will facilitate easy review and modification when needed.

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Appendix A

Sample Policy and Procedures Manual Topic Outline

INTRODUCTION

MISSION STATEMENT
CHAIN OF COMMAND

SECTION A: ADMINISTRATION

A-100 POLICY AND PROCEDURE MANUAL
A-200 PERSONNEL
A-300 PUBLIC TOURS
A-400 STAFF TRAINING
A-500 FACILITY RECORDS
A-600 FISCAL CONTROL

SECTION B: ADMISSION AND RELEASE

B-100 PREADMISSION
B-200 ADMISSION
B-300 POST-ADMISSION
B-400 GOOD TIME
B-500 RELEASE

SECTION C: SAFETY AND SECURITY

C-100 CLASSIFICATION
C-200 SUPERVISION AND MANAGEMENT OF RESIDENTS
C-300 SECURITY AND ACCOUNTABILITY OF RESIDENTS
C-400 PHYSICAL PLANT INSPECTIONS
C-500 CONTRABAND CONTROL
C-600 KEY CONTROL
C-700 WEAPONS CONTROL
C-800 RESIDENT MOVEMENT
C-900 EMERGENCY PLANS - GENERAL
C-910 FIRE
C-920 SEVERE STORMS
C-930 ESCAPE
C-940 BREAKING CUSTODY
C-950 WALKAWAY
C-960 MASS ADMISSIONS/OVERCROWDING
C-970 HOSTAGE
C-980 DISTURBANCE
C-990 ATTEMPTED SUICIDE/DEATH

SECTION D: SUPPORT SERVICES

- D-100 FOOD SERVICE
- D-200 MEDICAL SERVICES
- D-300 DENTAL SERVICES
- D-400 MENTAL HEALTH SERVICES
- D-500 RESIDENT PERSONAL HYGIENE
- D-600 LAUNDRY
- D-700 HOUSEKEEPING
- D-800 FACILITY MAINTENANCE

SECTION E: RESIDENT PROGRAMS

- E-100 COMMISSARY
- E-200 CONTROL OF RESIDENT PROPERTY AND FUNDS
- E-300 EDUCATION
- E-400 LIBRARY
- E-500 EXERCISE AND RECREATION
- E-600 MAIL
- E-700 TELEPHONE
- E-800 VISITATION
- E-900 SOCIAL SERVICES
- E-1000 RELIGIOUS SERVICES
- E-1100 WORK PROGRAMS

SECTION F: RESIDENT RIGHTS AND DISCIPLINE

- F-100 RESIDENT RIGHTS
- F-200 RESIDENT GRIEVANCES
- F-300 RESIDENT CONDUCT
- F-400 RESIDENT DISCIPLINE

APPENDICES

- APPENDIX A DEFINITIONS
- APPENDIX B PAT SEARCH PROCEDURES
- APPENDIX C STRIP SEARCH PROCEDURES
- APPENDIX D FACILITY SEARCH PROCEDURES
- APPENDIX E RESIDENT RULES AND REGULATIONS
- APPENDIX F COMMUNITY RESOURCE LISTING
- APPENDIX G SYMPTOMS OF MENTAL ILLNESS AND ANXIETY
- APPENDIX H FORMS
- APPENDIX I FITNESS TO CONFINEMENT GUIDELINES
- APPENDIX J EMERGENCY MEDICAL CARE

Appendix B

Examples of Policies and Procedures from Detention Facility Manuals

Excerpted from:

NEBRASKA JAIL MODEL POLICIES & PROCEDURES

TITLE: KEY CONTROL

NO: C-600

DATE:

POLICY

All Nebraska Jail keys must be controlled and accounted for at all times to prevent escape and maintain security.

PROCEDURE

- A. Key Box. All keys for locks within the security perimeter, when not in use by facility employees, shall be kept in the key box located in the Control Center. Staff on duty shall ensure that unauthorized persons do not have access to the key box at any time.
- B. Accounting of Keys. The following procedures shall be employed to maintain constant accounting of Jail keys:
1. Each key will be labeled to correspond with its respective lock.
 2. The number of keys for each lock, the identifying labels and the location of each lock shall be documented on the Key Log.
 3. The Key Log will indicate who is in possession of any Jail keys. Facility employees shall sign all keys in and out. Staff on duty shall only possess those keys officially issued to them.
 4. The Facility Administrator is responsible for supervision of the key box and maintenance of the Key Log.
 5. Keys not currently issued to Jail personnel are stored in the key Box in a manner that allows for easy determination of the presence or absence of keys.
- C. Supervision of Keys. Staff on duty shall maintain control of keys on his/her person at all times. **At** no time will a resident be allowed to possess any keys.
- D. Lost or Damaged Keys. The loss or damage of any key will be reported in writing to the Senior Shift Supervisor. If the key is believed to be lost within the security perimeter, the Senior Shift Supervisor shall order an immediate lockdown and initiate a search to locate the key.
- E. Duplicate Keys. A duplicate set of keys shall be maintained in the Facility Administrator's Office.
- F. Emergency Keys. A complete set of emergency keys shall be maintained in the key box and readily accessible to staff on duty at all times. These keys shall be used only in actual emergencies and issued only to staff on duty by the Senior Shift Supervisor.

**BOULDER COUNTY SHERIFF'S DEPARTMENT
JAIL DIVISION**

POLICY AND PROCEDURES

SUBJECT: Public Information

NUMBER: 1.11

EFFECTIVE DATE: 09/01/88

AUTHORIZING SIGNATURE:

POLICY: The Jail Division Captain and the Sheriff Department's Public Information Officer will be available to the public, the media, and other criminal justice agencies for comments concerning the jail's goals, objectives, programs, and specific newsworthy events. This effort will be made in order to facilitate positive relations with those groups, provide accurate information, and to serve the public's right to know.

SOURCE: A.C.A. Standard 2-5021 - Written policy and procedure provide that requests from federal, state, and local legislative and executive bodies for information concerning programs and specific cases are responded to promptly and fully by facility staff or the parent agency in accordance with written policy and procedure, and provisions relevant to rights of privacy.

A.C.A. Standard 2-5023 - Written policy and procedure provide for a public information program that is reviewed at least annually and updated if needed.

Boulder County Sheriffs Department Policy
1.02.04 - News Releases

BACKGROUND: None

DEFINITIONS: **Jail Information Brochure** - A brochure containing information about the Jail and its policies, goals, objectives, and programs

Public Information - Information that may be released without prior supervisory approval by jail staff, consisting of name, charges, and bond type and amount of any person held in the Boulder County Jail.

Public Information Officer - A person appointed by the Sheriff to disseminate information concerning the Sheriffs Department to the press and others

Public Record - Defined in Title 24, Colorado Revised Statutes, 1973, as all writings made, maintained or kept by the State or any agency, institution, or political subdivision thereof for use in the exercise of functions required or authorized by law or administrative rule or involving the receipt or expenditure of public funds.

PROCEDURE I - Public Information

1. Any requests for information or release of public record regarding the Jail will be referred to the Captain or designee for action.
2. The Jail Receptionist, a Jail Secretary, or other staff member, as authorized by the Captain, may handle simple requests for general information by giving or mailing a copy of the Jail Information Brochure to the inquiring party.
3. In case of an event or incident relating to the jail which is deemed newsworthy by the Captain or designee, s/he may at his/her discretion assign a jail staffmember to write a news release (in accordance with guidelines set forth in Department Policy 1.02.04) for submission to the Department's Public Information Officer.
4. The Department's Public Information Officer will then be responsible for disseminating the release to the media,
5. Any staff member who is contacted by the media will refer the media representative to his/her supervisor unless the media representative or any member of the public requests "public information" regarding an inmate's name, charges, and bond type and amount

Appendix C

Writing Style Checklist*

Style

_____ Use appropriate speech.

- Do not use contractions. For example, avoid “it’s,” “isn’t,” “don’t,” “doesn’t.” Write the words out.
- Do not use slang or terms that are familiar only to jail staff.

_____ Use simple words and eliminate extra words. For example,

<u>Instead of this</u>	<u>Use this</u>
A number of	Some, several
At the present time	Now, currently
Effect an improvement	Improve
Give consideration to	Consider
In order to	To
In the event that	If
Make use of	Use
Prior to	Before
Promulgate	Issue
Until such time	Until
Utilize	Use (verb)
Utilization of	Use of

_____ Define all acronyms when first used. For example, “the Public Information Officer (PIO) will....” Then, “the PIO will....”

_____ Be consistent.

- Do not use different words to mean the same thing. For example, do not use “jail,” “detention center,” and “detention facility” interchangeably.
- Use “staff” as either singular or plural.

_____ Do not use words or phrases that sound demeaning or show personal opinion. For example, avoid “of course,” “naturally,” “needless to say,” “obviously,” etc.

_____ Keep the writing gender-neutral. For example, “he/she,” “his/her.”

_____ Delete redundant words. For example,

<u>Instead of this</u>	<u>Use this</u>
3 a.m. in the morning	3 a.m.
Many numerous	Many
Whether or not	Whether

*Developed by the NIC Publications Office.

Mechanics

_____ Spelling (remember, computer “spell check” won’t find the **wrong** word, only misspelled words and words that are not in the computer’s dictionary). For example, the “spell check” will not identify that the wrong Sword was used.

_____ Punctuation.

_____ Subject and verb agreement (singular or plural).

_____ Pronoun and noun agreement.

_____ Avoid repetition.

_____ Use active voice. For example,

Instead of this: The policy was rewritten by the staff.

Use this: The staff rewrote the policy.

--

_____ Avoid unnecessary extra verbs. For example,

Instead of this: The staff has rewritten the policy.

Use this: The staff rewrote the policy.

_____ Avoid starting sentences with “It is,” “There is,” “There are.” Usually these can be changed to eliminate the extra words. For example,

Instead of this: There are four sections in this manual.

Use this: This manual has four sections.

_____ Be direct and to the point. For example,

Instead of this: “It shall be the responsibility of the sergeant to review all inmate grievances.”

Use this: “The sergeant shall review all inmate grievances.”

Logic

_____ Check that cross references to other policies and procedures are correct.

_____ Check that pagination is correct.

_____ Check that running heads and footers are correct.

_____ Define unfamiliar words and terms.

_____ Check that procedures are presented in sequential order.

Appendix D

Sample Policy and Procedures Format

DETENTION FACILITY OPERATIONS MANUAL

Document Number:

Effective Date:

Page ____ of ____

SECTION: (This refers to the major chapter heading such as Intake or Medical Services.)
TITLE: (This refers to the specific subject within the major chapter heading.)
SOURCE: (This refers to the ACA standards, state standards, court rulings, or other sources that are applicable to the subject.)

A. POLICY

This space contains the one- or two-sentence policy statement concerning the subject identified in the title.

B. DEFINITIONS

Definitions should be included for those words or phrases that could be interpreted in more than one way.

C. PROCEDURE

This space is for the step-by-step description of the sequence of activities necessary to implement the policy. This section may be a page or more in length.

AUTHORIZING SIGNATURE:

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