

STATE OF OHIO



DEPARTMENT OF REHABILITATION AND CORRECTION

SUBJECT:	PAGE <u> 1 </u> OF <u> 3 </u> .
Institution Leadership and Direction	Number: 50-PAM-04
RULE/CODE REFERENCE:	SUPERSEDES: 01-COM-07 dated 05/15/2000 51-STF-01 dated 05/15/2000
RELATED ACA STANDARDS: 4-4002, 4-4003, 4-4006, 4-4007, 4-4009	EFFECTIVE DATE: April 27, 2007
RELATED AUDIT STANDARDS:	APPROVED: <i>Taney J. Collins</i>

I. AUTHORITY

This policy is issued in compliance with Ohio Revised Code 5120.01 which delegates to the Director of the Ohio Department of Rehabilitation and Correction the authority to manage and direct the total operations of the Department and to establish such rules and regulations as the Director prescribes.

II. PURPOSE

The purpose of this policy is to designate the Warden as the Managing Officer of the Institution, to establish criteria for the selection and retention of the Warden, and to guide the development and maintenance of a mission and strategic plan for each institution within the Ohio Department of Rehabilitation and Correction.

III. APPLICABILITY

This policy applies to all department employees, volunteers, contract workers involved in the establishment and/or operation of the institutions.

IV. DEFINITIONS

Bachelor's Degree: A degree awarded by an accredited college or university to a person who has completed a four-year course, or its equivalent, with a major in an appropriate discipline.

V. POLICY

It is the policy of the Ohio Department of Rehabilitation and Correction to provide the Warden of each institution the authority and responsibility to manage and direct the total operations of the facility. Under this authority, the Warden shall operate the facility in accordance with state and federal laws, administrative regulations, agency policies, executive orders and judicial decisions.

VI. PROCEDURE

A. Institution Leadership

1. Appointment of the Warden:
 - a. The Warden shall be appointed by the Director of ODRC.

- b. The term of office of the Warden shall be continuous unless removed for cause.
- c. The appointment of the Warden shall be made from the best qualified group of applicants who possess the following minimum qualifications:
 - i. Bachelor's Degree in an appropriate discipline; and
 - ii. Five years of related administrative experience; and
 - iii. Demonstrated administrative ability and leadership; or
 - iv. Completion of a career development program that includes work-related experience, training or college credits that provide a level of achievement equivalent to the Bachelor's Degree may be substituted for these criteria.

2. Removal of the Warden:

A Warden may be relieved of his/her duties or removed from employment with ODRC at the discretion of the Director with or without specific reference to the Employee Standards of Conduct. Where applicable, the Warden shall be reinstated to the position that was held immediately prior to his/her appointment as Warden or to another position certified as being substantially equal to such position.

B. Institutional Direction and Management

The Warden, in cooperation and coordination with appropriate department staff and community stakeholders, shall develop both a mission statement and local strategic plan for the institution. Institutions shall operate under the Unit Management style of administration in order to develop individualized programming and innovative programs in an effort to reduce recidivism.

1. Mission Statement

The Warden of each institution shall develop a written mission statement within the context of ODRC. The mission statement shall include the following:

- a. Protect society by providing incarceration for convicted offenders
- b. Provide a safe, secure and humane environment for convicted offenders. This shall include the protection of the offender from victimization within the institution as well as the development of a system of due process and internal legality in institutions.
- c. Establish restorative programs including, but not limited to, academic and vocational education, meaningful work assignments, career plan development, and treatment programs that address inmate needs, problems and promote victim awareness/empathy.
- d. Provide the courts and parole authorities with effective evaluation tools and information for use in sentencing and release decisions.
- e. Provide the necessary and appropriate level of security within the institution.
- f. Promote citizen safety and victim reparation.

- g. To promote the philosophy of reentry that incorporates the principles associated with effective correctional programming.

2. Strategic Plan

The Warden of each facility shall be responsible for guiding the development and implementation of a local strategic plan for the facility. The strategic plan shall include information and goals relating to the following subjects:

a. Institutional philosophy for:

- i. Public safety;
- ii. Purpose of incarceration;
- iii. Reentry initiatives;
- iv. Programming for inmates;
- v. Victim reparations;

b. Institutional programs and services for:

- i. Reception and orientation activities;
- ii. Special offender programs, such as those related to substance abuse, emotional disorders and mental health treatment;
- iii. Work programs, including industry, farm, and apprenticeship assignments;
- iv. All individual areas of departmental programming and services, including education, career-technical education, religious services, recreation, release preparation, unit management, health care services, including both medical and mental health care, recovery services, and victim awareness/empathy, etc;
- v. All other departments of major significance to institution operations.

3. Annual Review

The facility mission statement, goals and measurable objectives outlined in the strategic plan shall be reviewed by the Warden and designated staff at least annually. The purpose of this review shall be to compare previously established goal predictions, as assigned to specific staff members, against their expected completion date to enable periodic evaluation of goal achievement.