



SCDC POLICY

Change 1 to OP-22.47, dated 3/1/2021: [1.4](#)

NUMBER: OP-22.47

TITLE: PRISON MANAGEMENT EXPECTATIONS

ISSUE DATE: June 28, 2018

RESPONSIBLE AUTHORITY: DIVISION OF OPERATIONS

OPERATIONS MANUAL: OPERATIONS

SUPERSEDES: NEW POLICY

RELEVANT SCDC FORMS/SUPPLIES: None

ACA/CAC STANDARDS: 4-ACRS-7D-01, 4-ACRS-7D-02, 4-ACRS-7D-35, 4-4003, 4-4005, 4-4006, 4-4015, 4-4017, 4-4018, 4-4185

STATE/FEDERAL STATUTES: PREA Standard 115.13 Supervision and Monitoring.

PURPOSE: To establish prison management expectations for Regional Directors and Wardens at institutions within the South Carolina Department of Corrections.

POLICY STATEMENT: To establish responsibility for all personnel, inmates, programs, and activities at or connected with a prison and to ensure that operational memos issued are consistent with and are supportive of the Agency's Mission Statement.

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NOTE: The Warden is responsible for all personnel, inmates, programs, and activities at or connected with the institution. Wardens will ensure that operational memorandums are consistent with and supportive of the Agency's Mission Statement.

1. REPORTING REQUIREMENTS:

1.1 Wardens will report to their assigned Regional Director. The scope of this reporting is based on the:

- Need to ensure regular communication between the institution and Division of Operations,
- Actual or perceived need of the Regional Director or Warden to discuss an issue,

- Degree of supervision that the Regional Director deems necessary according to the current operational status of the institution and the experience/functional level of the Warden.

1.2 Wardens will ensure that all required reports are submitted on time to the Division of Operations.

1.3 Wardens will ensure that the effectiveness of the information system/mainframe as it relates to overall facility management is evaluated in writing at least annually.

1.4 Wardens will compile quarterly reports on the following and submit them to their Regional Director:

- Major incidents and developments in each department or administrative unit,
- Compliance with the Staffing Plan/Post Chart, listing all vacancies open 30 days or more, providing information as to why the staffing plan was deviated and what services/programs were not provided to the inmate, and actions taken to fill or mitigate in order to ensure continuity of services. *The Warden must document when the approved Staffing Plan is deviated from with a written justification for the deviation on SCDC Form 19-212, "Deviation From Staffing Plan."* (Changes in **BLUE** amended per Change 1 dated March 1, 2021)
- Assessment of employee morale via personnel activities, including but not limited to the Co-Representative meetings,
- Assessment of inmate morale via grievance statistics, Inmate Representative Committee meetings, and major incidents,
- Major problems and action plans for solving them,
- Minutes of the quarterly PREA meeting.
- A monthly report of PREA Allegations by the 10th of the following month.

2. REGIONAL DIRECTOR RESPONSIBILITIES:

2.1 At least bi-monthly, Regional Directors will make routine visits and on-site contact with each assigned institution to:

- Ensure Division of Operations familiarity with institution personnel,
- Review facility daily operation procedures,
- Inspect for sanitation and condition of physical plant.

3. WARDEN RESPONSIBILITIES:

3.1 The Warden will formulate goals for the institution at least annually, and translate them into measurable objectives.

3.2 The Warden will initiate systems, operational memorandums, and/or programs to:

- Ensure institution compliance with all Agency policies,
- Ensure a clean, safe facility,
- Strengthen public confidence in the integrity of institution employees by demonstrating and setting the tone for the highest standards of personal and professional integrity, fairness, honesty, and compliance with both the spirit and the letter of the law,

- Create a work environment free of discrimination and harassment,
- Be independent and impartial in exercising duties, avoiding actions that create even the appearance of using position or authority for personal gain or benefit,
- Promote an environment of public trust, free of fraud, abuse of authority, and misuse of public property,
- Respect and protect privileged information to which access is available in the course of official duties,
- Model appropriate, ethical, responsible, and respectful behavior to the public, peers, employees, and inmates,
- Ensure awareness of and compliance with the Agency code of ethics,
- Provide training and self-improvement opportunities to employees,
- Ensure that information from extended leadership is communicated to the line employees,
- Facilitate personal contact and interaction between employees and inmates,
- Provide two-way communication between all levels of employees and inmates.

3.3 Each Warden will develop operational management systems to:

- Ensure effective communication within all levels of the organization,
- Encourage community agencies with which the facility has contact to participate in policy development, coordinated planning, and interagency consultation,
- Develop operational goals and working objectives and ensure that those objectives are reached,
- Monitor, analyze, and evaluate operations and programs through inspections and reviews (Refer to Policy GA-06.01, "Management Reviews," Program 14, security audit, and internal reviews; and ADM-06.03, "Occupational Safety and Health Program," Section 4, "Safety Inspections & Drills") on an ongoing basis as required by policy,
- Implement policy, and
- Ensure that no inmate or group of inmates is given control or authority over other inmates.

4. MANAGEMENT BY WALKING AROUND:

4.1 Wardens shall ensure that each member of the institution executive team makes unannounced rounds as required per policy (refer to SCDC Policy OP-22.48, "Institutional Weekly Rounds").

4.2 Wardens shall ensure that all rounds are documented in a weekly report to the Regional Director.

5. STAFF MEETINGS:

5.1 The Warden shall meet at least bi-monthly with Unit/Department Heads, including Department Heads from Medical, Human Resources, Industries, Facility Management, and Inmate Services.

5.2 The Unit/Department Heads shall meet monthly with their key employees.

6. DEFINITIONS: None

SIGNATURE ON FILE

s/Bryan P. Stirling, Director

Date of Signature

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