

EXPECT WHAT YOU
INSPECT!

HOLDING YOUR OPERATIONS
ACCOUNTABLE



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Performance Objectives

- Jail Administrator and Leadership.
- Being part of the daily operations.
- Recognize the different components of inspection.

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Performance Objectives Cont:

- Explain the how to inspect your facility daily.
- Require officers / staff to know the standards.

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What is a Jail Administrator

They are the stewards of the facility and are responsible for all operations that take place. From supervising all personnel and the well being of inmates; while functioning and distributing constricted budgets to maintain safety and security of the facility while supervising all correctional staff from supervisors to janitors.

You are responsible for every brick and blade of grass on the jail property!

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Jail Administrator

- How about Administrative Liability?

Besides the inmate's constitutional rights, Administrative liability is based on the administrators (YOU) duty to provide staff the tools they need to perform their duties properly on the job.

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Jail Administrator

- **Failure to Direct:** failure in the obligation to provide employees written directives in the form of policies and procedures. Memo's do not last forever.
- **Failure to Train:** failure in the obligation to provide appropriate training in policy and procedures as well as critical knowledge, skills, and abilities needed to carry out the policy.

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Jail Administrator

- **Failure to Supervise:** failure in the obligation to provide ongoing supervision and direction to staff. Jail Administrators too often direct and train employees but then leave them unsupervised.
- **Negligent hiring, placement and retention:** failure in the obligation to weed out those who are unfit for jail duties, through recruitment, screening and hiring.

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Vicarious Liability

- Is a form of a strict, secondary liability that arises under the common law doctrine of agency – respondent superior – the responsibility of the superior for the acts of their subordinate, or, in a broader sense, the responsibility of any third party that had the "right, ability or duty to control" the activities of a violator.

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Leadership

Jail Administrators ***MUST*** also be ***LEADERS!***

- Motivation, guidance, and empowerment are key aspects of leadership.
- Always be a professional. Remember, everyone is watching you... at work and in public!!!

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10 Commandments of Leadership

1. **SEARCH**
for challenging opportunities to change, grow, innovate and improve.
2. **EXPERIMENT**
take risks and learn from the accompanying mistakes.
3. **ENVISION**
an uplifting and ennobling future.
4. **ENLIST**
others in a common vision by appealing to their values, interests, hopes, and dreams.
5. **FOSTER COLLABORATION**
by promoting cooperative goals and building trust.
6. **STRENGTHEN**
others by sharing information and power and increasing their discretion and visibility.
7. **SET AN EXAMPLE**
for others by behaving in ways that are consistent with your stated values.
8. **PLAN SMALL WINS**
that promote consistent progress and build commitment.
9. **RECOGNIZE**
individual contributions to the success of every project.
10. **CELEBRATE**
team accomplishments regularly.

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Positive Thinking

A good leader is a positive thinker and maintains an open mind to changes, new ideas and training opportunities. He/she looks to the future with confidence. Everything worthwhile that has ever been accomplished in this world was accomplished by positive thinkers. If we want to lead others, we must start practicing the art of positive thinking.

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Loyalty

Considered by most to be the essential trait of leadership. The surest way to get the respect and loyalty of subordinates is to be loyal ourselves. We need to be careful not to openly criticize management and/or subordinates. If we continually do this it decreases the concept of being a team. We represent management to our people and if we are not loyal to each other, we can't expect loyalty from them.

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The Leadership Code

"I become a leader by what I do. I know my strengths and my weaknesses, and I strive for self-improvement. I live by a moral code with which I set an example that others can emulate. I know my job and I carry out my responsibilities to the letter. I take initiative and seek responsibility, and I face situations with boldness and confidence. I estimate the situation and make my own decisions as to the best course of action. No matter what the requirements, I stay with the job until the job is done; no matter what the results, I assume full responsibility. I train new employees as a team and lead them with tact, enthusiasm and justice. I command their confidence and their loyalty; they know that I would not assign to them any duty that I myself would not perform. I see that they understand their orders, and I follow through energetically to ensure that their duties are fully discharged. I keep my co-workers informed and I make their welfare one of my prime concerns."

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Being Part of the Daily Operations

Ask Yourself:

- Do you really know what is going on in your facility?
- When was the last time you toured the facility?



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Daily Operations

- Daily or Weekly division / department meetings? Updates on security, operations and medical.
- Daily, weekly or monthly entire facility tours? On all shifts?
- Meetings with middle management?
- Jail Administrator forum for staff?
- Inmates ability to communicate to Jail Administrator.

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Daily Operations

- Management by walking around... is a trait for administrators who are in touch with both staff and inmates. This philosophy encourages jail administrators to visit all areas of their facility, asking questions, listening to answers, assess morale of both staff and inmates and identify problems to be solved.
- Being visible will also help prevent corruption.

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Part of Operations

- Oversee mass movements, recreation, pat searches, booking process etc.. To ensure staff are following the p / p's and operations.
- Middle management can be the DAM to good and clear communication. It is very important that ALL mid-management staff understand directives that come down from the top. Reason why you need to be seen!

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Being part of Operations

**DO NOT be a
HERMIT ADMINISTRATOR**

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Identify Standards with Local Written Policies

- There is so much work with policy review and with the standards, where do I begin???
- Step out of your comfort zone!



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Standards/policies and stepping forward



Comfort Zone	Fear Zone	Learning Zone	Growth Zone
Feel safe and in control	Find excuses	Acquire new skills	Set new goals
Be affected by others' opinions	Extend your comfort zone	Conquer objectives	
Lack self-confidence	Deal with challenges and problems	Live dreams	
	Find purpose		

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Standards

- In many cases a legal requirement.
- A management tool to direct staff.
- A pro-active means to discourage litigation and minimize successful lawsuits.
- An outline to formulate training.
- A means to demonstrate accountability to the public.
- A means to measure accomplishments and a means, which lead to fairness and humaneness in the criminal justice system.
- A means of preventing hostile situations

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Written Local Policy

- Written local policy describes the detailed actions that must take place to ensure policy is fully implemented. In its most detailed form, local policy describes the method of performing an operation by setting out in order the steps that must be performed and personnel responsible.

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Breakdown the Standard to Three Groups

- Physical Plant
- Operational
- Administrative

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Standards and Policy

- Missouri Core Standard language should be part of the written local policies and procedures. Should read like or very similar to the standard and easy to locate.
- There is absolutely nothing wrong with having your standards highlighted in your policies.

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Why are standards and good policies important?

- Elements that cause riots / disturbances:
 - Shortage of staff*
 - Overcrowding
 - Lack of Training*
 - Corruption*
 - Lack of Consistent Policies*
 - Staff brutality*

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Riot / Disturbance Cont.

- Lack of programs*
- Lack of medical aid*
- Lack of Education*
- Poor food quality*
- Poor grievance policy*
- Lack of concern / Poor Communication*
- Staff*/ Administration turnover
- Racial Tension*
- Drastic Change in Policy*

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Inspecting while walking



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Three Types of Inspections

- Physical Plant Inspection
- Operational Inspection
- Administrative Inspection



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Physical Plant Inspection

- This inspection is conducted to see the overall condition of the facility.
- Searching and identifying safety and security concerns;
- Cleanliness of the facility
- Kitchen sanitation, food covered, dead man trays, absent from insects/pests.
- Laundry has adequate clean uniforms/blankets etc.



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Physical Plant Inspection



- Emergency exits are clear of obstruction
- SCBA tanks, fire extinguishers and AED machines are readily available throughout facility.
- Inspection of housing units/janitorial closets etc.

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Operational Inspection

- Operational is the largest of the 3 types of inspections as it reflects majority of the standards and policies and procedure.
- Each section of the Core Standards should be outlined in your SOP.



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Operational Inspection

- The safety and security section of the standards is what we do every shift, every day. It is our DUTY to ensure we are meeting these expectations.
- Emergency Plans: When was the last time you tested them?
- Vulnerability Assessment: Identifying and prioritizing threats, so you can better understand your response. Have you done this?

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Operational Plans



- Housing of inmates. Do the cells and dayrooms have adequate lighting, heating, cooling?
- Does each inmate have access to toilet, showers, recreation?
- Ventilation shall be sufficient to admit fresh air.

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Operational Inspection



- Adequate medical and mental health care
- Suicide prevention
- Sexual assault / PREA

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Administrative Inspection

- Selection, Retention and Promotion; criminal background checks etc.
- Training and Staff Development
*Hybrid Officers
- Financial Practices
- Staff Treatment and Personnel Policies



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Finally New Federal Language Is Coming

Once a suspect / inmate is in handcuffs, it is the responsibility of authorities who applied the handcuffs to ensure the safety of the individual handcuffed to the best of their ability.

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**Finally
New Federal Language
Is Coming:**

Preventing excessive force AND reporting excessive force is **NOW REQUIRED** by law! Failure to do so could result in federal criminal charges.... You have a duty to intervene!

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REMEMBER

**YOU ACCEPT
WHAT YOU WALK BY!**

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Questions / Answers

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